



**MINISTRY OF ENVIRONMENT, CLIMATE CHANGE AND FORESTRY**

**DRAFT STRATEGIC PLAN  
2023-2027**

**JULY 2023**

**KENYA  
VISION 2030**

The logo for Kenya Vision 2030, featuring the text 'KENYA VISION 2030' in a bold, sans-serif font. The year '2030' is in red, while 'KENYA VISION' is in black. Above the text is a stylized graphic of the Kenyan flag's colors (black, white, red, green) in a wavy, brush-stroke style.

## FOREWORD

It is with great pleasure that I present the Ministry of Environment, Climate Change and Forestry Strategic Plan 2023-2027. The Ministry recognizes the critical role our environment and forestry play in sustaining life, supporting livelihoods, and driving economic growth. As we move forward, the challenges we face in safeguarding a sustainable environment, healthy ecosystems and sustained biodiversity have become complex, multisectoral and urgent. Climate change, land degradation, biodiversity loss, pollution, depletion of natural resources and waste are some of the Environmental issues that need precise and urgent interventions for inter and intra generational equity. This Strategic plan reflects our commitment to addressing these challenges through a 3P solution focused on People, Planet and Profit. It also outlines our priorities and actions we will take to achieve our goal and mandate over the next 5 years.

The Ministry is also cognizant of the value of a people centered approach in implementation of programs, plans and policies. Through this strategic plan, collaborative efforts with partners and enhanced public participation in the management, protection and conservation of the environment and forestry will be achieved. The incorporation of a bottom-up approach in the sector activities has been highlighted as a game changer towards achieving the Ministry's mandate through enhanced synergies.

We are confident that the Strategic plan will serve as a road map to guide the Ministry, development partners and the citizenry towards a resilient and sustainable environment. We look forward to working with all stakeholders to realize our vision and Constitutional aspiration of a clean and healthy environment for the benefit of present and future generations.

Hon. Soipan Tuya, CBS  
**Cabinet Secretary**

## **PREFACE AND ACKNOWLEDGEMENT**

The Strategic Plan 2023-2027 provides a solid base upon which the Ministry will accomplish its mandate of management and protection of the environment, sustainable use of natural resources, mitigation and adaptation to climate change patterns to ensure a healthy and sustainable environment for present and future generations in Kenya. The plan details strategies and activities that will enable achievement of the goals of the Ministry. A review of the previous plan period (2018-2022) revealed key strategic issues that require attention, in particular, high rates of deforestation, drastic and erratic climate change patterns, high levels of pollution, threat of biodiversity loss due to human activities such as land use changes, poaching, and overexploitation.

In the plan period 2023 – 2027, the Ministry will focus on pursuing five key result areas namely Environment, Climate Change and Forestry Governance and Coordination; Conservation, Protection, Restoration and Management of Environment and Forest Ecosystems; Climate Change Adaptation and Mitigation; Agroforestry and Commercial Forestry Development; and Resource Mobilization and Partnerships. For each of these result areas, strategic objectives and strategies have been formulated, and relevant activities identified to guide implementation of the plan over the planned period. While the achievement of the planned objectives will require adequate resource allocation – human and financial resources – frequent evaluation of available resources will be necessary to ensure that a balance is maintained between achieving the key priorities for each year progressively and the available resources. In addition, to ensure that the Strategic plan 2023-2027 is owned, relevant and easily adopted by all stakeholders at implementation stage, a consultative approach was used to gather insights, views, and expert opinions from all key stakeholders of the Ministry through a variety of forums.

This plan provides the necessary direction, clarity of purpose and required resources to enable the Ministry deliver on its mandate as expected by all Kenyans. It is therefore our hope and belief that through the initiatives in this Strategic plan, in the next five years, the Ministry will create a healthier and more sustainable environment for Kenyans.

We wish to extend our Special thanks to the Cabinet Secretary who played a significant role in giving strategic direction and guidance throughout the development process. We wish to appreciate all the heads of directorates, SAGAs and staff whose input enormously contributed to the development of this plan. The effort and dedication of the technical

staff was imperative towards setting objectives, strategic goals and SMART targets based on a desirable future.

Our gratitude is also extended in a special way to development partners and other stakeholders who gave valuable input and invested time and resources towards development of this Plan. Their invaluable insight and positive criticism were significant towards the development of a comprehensive and visionary plan.

The implementation of this plan will require focus, dedication and collaboration by all stakeholders, and we look forward to walking the journey together. We remain committed to the full realization of our aspirations as outlined in the plan by leveraging on partnerships and technology in recognition of the shared values that we hold as a country.

Eng. Festus K. Ng'eno  
Principal Secretary  
State Department for Environment and  
Climate Change

Mr. Gitonga Mugambi, EBS  
Principal Secretary  
State Department for Forestry

## **TABLE OF CONTENTS**

<b>FOREWORD</b> .....	ii
<b>PREFACE AND ACKNOWLEDGEMENT</b> .....	iii
<b>ACRONYMS AND ABBREVIATIONS</b> .....	viii
<b>EXECUTIVE SUMMARY</b> .....	xi
<b>CHAPTER ONE: INTRODUCTION</b> .....	16
<b>1.0 Overview</b> .....	<b>16</b>
<b>1.1 Strategy as imperative for organizational success</b> .....	<b>16</b>
<b>1.1.1 Background</b> .....	16
<b>1.1.2 Mandate /Function of the Ministry</b> .....	17
<b>1.1.3 Institutions</b> .....	18
<b>1.2 The Context of Strategic Planning</b> .....	<b>20</b>
<b>1.2.1 Policy and Legislative Framework Guiding the Ministry</b> .....	20
<b>1.3 Strategic Planning Process</b> .....	<b>28</b>
<b>CHAPTER TWO: STRATEGIC DIRECTIONS</b> .....	30
<b>2.0 Overview</b> .....	<b>30</b>
<b>2.1 Mandate/Functions of The Ministry</b> .....	<b>30</b>
<b>2.2 Vision Statement</b> .....	<b>31</b>
<b>2.3 Mission statement</b> .....	<b>31</b>
<b>2.4 Core values</b> .....	<b>32</b>
<b>2.5 Strategic goal</b> .....	<b>33</b>
<b>2.6 Quality Policy Statement</b> .....	<b>33</b>
<b>CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS</b> .....	35
<b>3.0 Overview</b> .....	<b>35</b>
<b>3.1 External Environment</b> .....	<b>35</b>
<b>3.1.1 Macro-environment</b> .....	35
<b>3.1.2 Summary of Opportunities and Threats</b> .....	37
<b>3.1.3 Internal Environment</b> .....	40
<b>Table 3.1 Summary of Strengths and Weaknesses</b> .....	41
<b>3.2 Stakeholder Analysis</b> .....	<b>42</b>

<b>3.3 Analysis of Past Performance .....</b>	<b>47</b>
<b>3.3.1 Key Achievements .....</b>	<b>47</b>
<b>3.3.2 Challenges .....</b>	<b>49</b>
<b>3.3.3 Emerging Issues .....</b>	<b>50</b>
<b>3.3.4 Lessons Learnt .....</b>	<b>51</b>
<b>CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS .....</b>	<b>53</b>
<b>4.0 Overview .....</b>	<b>53</b>
<b>4.1 Strategic Issues .....</b>	<b>53</b>
<b>4.2 Strategic Goals .....</b>	<b>53</b>
<b>4.3 Key Result Areas .....</b>	<b>53</b>
<b>CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES .....</b>	<b>55</b>
<b>5.0 Overview .....</b>	<b>55</b>
<b>5.1 Strategic Objectives .....</b>	<b>55</b>
<b>5.2 Strategic Choices .....</b>	<b>55</b>
<b>CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK .....</b>	<b>63</b>
<b>6.0 Overview .....</b>	<b>63</b>
<b>6.1 Implementation Plan .....</b>	<b>63</b>
<b>6.1.2 Annual Workplan and Budget .....</b>	<b>110</b>
<b>6.1.3 Performance Contracting .....</b>	<b>110</b>
<b>6.2 Coordination Framework .....</b>	<b>110</b>
<b>6.2.1 Institutional Framework .....</b>	<b>111</b>
<b>6.2.2 Staff Establishment .....</b>	<b>116</b>
<b>6.2.3 Systems and Procedures .....</b>	<b>120</b>
<b>6.3 Risk Management Framework .....</b>	<b>122</b>
<b>CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES .....</b>	<b>125</b>
<b>7.0 Overview .....</b>	<b>125</b>
<b>7.1 Financial Requirements .....</b>	<b>125</b>
<b>7.2 Resource Mobilization Strategies .....</b>	<b>126</b>
<b>7.2.1 Government Financing .....</b>	<b>127</b>
<b>7.2.2 Public Private Partnerships .....</b>	<b>127</b>

7.2.3 Development Partners.....	127
7.2.4 Other Resources .....	127
<b>7.3 Resource Management .....</b>	<b>127</b>
<b>CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK</b> .....	<b>129</b>
<b>8.0 Overview.....</b>	<b>129</b>
<b>8.1 Monitoring Framework .....</b>	<b>129</b>
<b>8.2 Performance Standards .....</b>	<b>129</b>
<b>8.3 Evaluation.....</b>	<b>130</b>
<b>8.3.1 Mid-Term Evaluation .....</b>	<b>130</b>
<b>8.3.2 End-Term Evaluation .....</b>	<b>131</b>
<b>8.4 Reporting Framework and Feedback Mechanism .....</b>	<b>131</b>
<b>ANNEX I: POLICIES AND LEGISLATIONS .....</b>	<b>136</b>
<b>ANNEX II: MINISTRY’S TECHNICAL COMMITTEE MEMBERS.....</b>	<b>138</b>

FINAL DRAFT SP 4TH JULY

## ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
APP	Application
ASALs	Arid and Semi-Arid Lands
AU	African Union
BAU scenario	Business-As-Usual Scenario
BeTA	Bottom-up Economic Transformation Agenda
CBOs	Community Based Organizations
CFAs	Cooperative Framework Agreements
CIDPs	County Integrated Development Plans
CoK	Constitution of Kenya
COPS	Conference of Parties
CPPMD	Central Planning and Project Monitoring Department
CTS	Carbon Trading System
DANIDA	Danish International Development Agency
E -waste	Electronic waste
EAC	East Africa Community
EMCA	Environmental Management and Coordination Act
EPR	Extended Producer Responsibility
E-PROMIS	Electronic Project Monitoring Information System
GCF	Green Climate Fund
GEF	Global Environment Facility
GFCS	Global Framework for Climate Services
GHG	Green House Gases
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	Information and Communication Technologies
IFMIS	Integrated Financial Management System
INGOs	International Non-governmental Organization
ISO	International Organization for Standardization
JICA	Japan International Cooperation Agency
KEFRI	Kenya Forestry Research Institute
KFS	Kenya Forest Service
KFW	Kreditanstalt für Wiederaufbau
KIDDP	Kenya-Italy Debt for Development Program
KMD	Kenya Meteorological Department
KOICA	Korea International Cooperation Agency
KPI	Key Performance Indicator
KRA	Key Result Area



KWS	Kenya Wildlife Service
KWTA	Kenya Water Towers Agency
LDN	Land Degradation Neutrality
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments & Agencies
MEAs	Multilateral Environmental Agreements
MoECC&F	Ministry of Environment, Climate Change and Forestry
MSME	Micro, Small and Medium Enterprise
MTP	Medium Term Plan
NBSAP	National Biodiversity Strategies and Action Plans
NCCC	National Climate Change Council
NCCRC	National Climate Change Resource Centre
NDC	Nationally Determined Contribution
NECC	National Environmental Complaints Committee
NEMA	National Environmental Management Authority
NET	National Environment Tribunal
NETFUND	National Environment Trust Fund
NG-CDF	National Government Constituency Development Fund
NGOs	Non-Governmental
NIMES	National Integrated Monitoring and Evaluation System
PCBs	Poly Chlorinated Biphenyls
PES	Payments for Ecosystem Services
PESTEL	Political Economic Social Technological Environmental Legal
PFMRs	Public Financial Management Reforms
PPPs	Public Private Partnership
SAGAs	Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SP	Strategic Plan
SWOT	Strengths Weaknesses Opportunities and Threats
TAPs	Technology Action Plans
UK	United Kingdom
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
UNESCO	United Nations Educational Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNGA	United Nations General Assembly
UNICEF	United Nations Children's Fund
USAID	United States -Agency for International Development

WIGOs	World Meteorological Organization (WMO) Integrated Global Observation System
WIGOs	World Meteorological Organization (WMO) Integrated Global Observation System
WMO	World Meteorological Organization Convention
WMO – RTC	World Meteorological Organization Regional Training Centre

FINAL DRAFT SP 4TH JULY

## EXECUTIVE SUMMARY

The Ministry of Environment, Climate Change and Forestry was created vide Executive order No. 1 of 2023 on the organization of Government of Kenya. It is mandated to undertake National Environment policy and Management, Forestry development policy and management, Development of Forests, re-afforestation, and agroforestry, Restoration of strategic water towers, Kenya Forestry services Protection and conservation of Natural environment, Resource surveys and remote sensing. Climate change policy, Pollution control, Lake Victoria Environmental management programme, Restoration of Lake Naivasha basin, Kenya Metrological department, Kenya meteorological training, Conservation and Protection of wetlands.

According to the Executive Order, the Ministry also provides policy guidance, capacity building, resource mobilization, coordination and oversight for the following statutory institutions: National Environment Management Authority (NEMA); National Climate Change Council (NECC); National Environment Trust Fund (NETFUND); Kenya Water Towers Agency (KwTA); Kenya Forest Service (KFS); Kenya Forestry Research Institute (KEFRI); National Environmental Complaints Committee (NEEC); Kenya Meteorological Department (KMD); Kenya Meteorological Training College and National Environment Tribunal (NET).

The Ministry's strategic plan (2023-2027) provides a roadmap that the ministry will pursue within the five years. The plan builds on the achievements of the previous plans, the First-Generation Strategic Plan (2004-2007), the Second-Generation Strategic Plan (2008-2012) the Third- Generation Strategic Plan (2013-2017) and the Fourth-Generation Strategic Plan (2018-2022). The plan takes cognizance of the risks and challenges identified during the implementation of the previous plans and considers the country's aspirations and commitments to excel regionally and globally in environment and natural resources conservation and management as well as delivery of quality services to all citizens.

Some of the Key achievements during the implementation of the Fourth-Generation strategic plan (2018-2022) include: forest cover Increased to 8.83%, tree cover increased to 12.13%, 11 seed centers were constructed, 514,031,272 tree seedlings produced and the Jaza-miti app launched to monitor tree growing, 158,336 Kgs of tree seeds were produced and distributed, and 288 Ha of seed orchards and seed stands were established.

The Ministry reclaimed 55,884.5 Ha of public forest land that was illegally encroached, protected 2.6 million Ha of gazette forests, fenced a total of 258km of the Mau ecosystem, Mount Kenya, Eburu and Marsabit forest and Supported community groups by providing

1,620 beehives as nature-based enterprises. 2,600 inspections were undertaken which led to 87% reduction of banned single-use plastic.

To enhance access to weather information, 3 Automatic Weather Observing Systems were Installed at Moi Airport, Laikipia and Moi Airbase, 120 Automatic Weather Stations were also installed and a cluster system for climate diagnostic laboratory acquired.

The Ministry initiated the review of the Environmental Management and Coordination Act, 1999, developed the Solid Waste Management Act 2022, Water Towers Bill and Policy, and Meteorological Bill and Policy. The Ministry also revised & submitted updated Kenya's Nationally Determined Contributions targets of GHG reduction to 32% by 2030, developed National Climate Change Learning & Awareness Strategy, National Long Term-Low Emission Development Strategy for 2050, and established Integrated Measurement Reporting & Verification System for Kenya. Submitted sixth National report (6NR) and revised NBSAP 2019-2030 to UNCBD and LDN targets report to UNCCD,

Some of the challenges that the Ministry experienced during the implementation of the plan 2018-2022 include: The COVID-19 pandemic which hampered effective and timely implementation of most planned activities, plans, programmes and policies; increased invasive species that affected ecosystems services and loss of biodiversity leading to environmental degradation; natural calamities such as forest fires, floods, rising water levels in lakes, drought among others, hampered the progress made in natural forest conservation and restoration of degraded landscapes; and inadequate resources to replace staff who exited the service and inadequate technical officers.

Riding on the successes of the fourth-generation strategic plan, and in order to provide clean and health environment, The Ministry's vision is provision of " Clean, safe, healthy, sustainably managed resilient environment and natural resources" , while the mission is 'To Conserve, protect, sustainably manage the environment and natural resources to support biodiversity and socio-economic transformation.

The Ministry will be guided by the following core values; Efficiency, Professionalism, Innovativeness, Integrity, Teamwork, Customer oriented Focus, Inclusivity, Clean environment and Job creation & Improved livelihood. The plan also outlines the guiding principles and enablers that will be critical for the delivery of this plan.

This strategic plan (2023-2027) identifies five (5) Key Results Areas (KRA's) and strategic objectives that will be critical to the implementation of the plan.

1. **Environment, Climate Change and Forestry Governance and Coordination**- Strengthen environmental governance; strengthen climate change governance; and strengthen forestry governance.

2. **Conservation, Protection, restoration and Management of Environment and Forest Ecosystems-** Protect , conserve and manage the environment for sustainable development; conservation and protection of wetlands for enhanced ecosystem benefits; enhance sustainable waste management and pollution control; mainstream circular economy in national development; conserve and manage Lake Victoria and Lake Naivasha basins for enhanced socio-economic benefits of the water resource; restore ecological functions of forests ecosystems; enhance sustainable forest plantation management; increase forest and tree cover for enhanced economic and social and environmental benefits; coordinate research and education in forestry and allied natural resources.
3. **Climate Change Adaptation and Mitigation-** Coordinate national climate action and reporting; awareness creation and capacity building of stakeholders for effective implementation of local climate action; enhance access to means of implementation for local climate action; strengthen multilateral engagements and obligations on climate change; strengthen human, infrastructural, technological and innovative capacities for meteorological services.
4. **Agro-forestry and Commercial Forestry Development-** Coordinate development of agroforestry and commercial forestry in private and community lands; development of non-timber forest products value chains; agroforestry and commercial forestry enterprises and value chain development.
5. **Resource Mobilization and Partnerships-** Sustainable financing for environment, climate change and forestry conservation.

This strategic plan is outlined into five chapters as follows:

**Chapter one** the chapter gives an overview of the Ministry's background, its mandate/functions as per the Executive Order No. 1 of 2023 on the Organization of the National Government. In addition, the chapter describes the key guiding policies that support National Development Agenda, - the Vision 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (**BeTA**), the UN agenda 2030 on Sustainable Development Goals (SDGs), AU Agenda 2063, and EAC vision 2050. The Chapter further describes the process the Ministry undertook to develop its 2023 – 2027 strategic Plan

**Chapter two** this chapter outlines the vision and Mission statements which provide the Ministry's aspirations over the medium term (2023-2027). The key result areas and objectives are in line with the vision and mission statement of the Ministry and are also applicable within the context of the core values, guiding principles, enablers and quality

statement. This chapter establishes the framework and context for the Ministry of Environment and Natural Resources in its efforts to conserve and manage Kenya's environment and natural resources.

**Chapter three** this chapter gives a review of the previous strategic plan (2018-2022). It outlines the key achievements, challenges, emerging issues and the lessons learnt during the implementation of the plan. It analyses the environmental scan using the SWOT and PESTEL analytical tools. The chapter further identifies stakeholders, their roles and responsibilities and highlights emerging strategic issues for the next planning period. The budgetary need for the implementation of the previous strategic plan was KShs. 41.9 billion while the Ministry raised KShs. 37.9b through the exchequer and development partners, occasioning a budget deficit of KShs. 4 billion

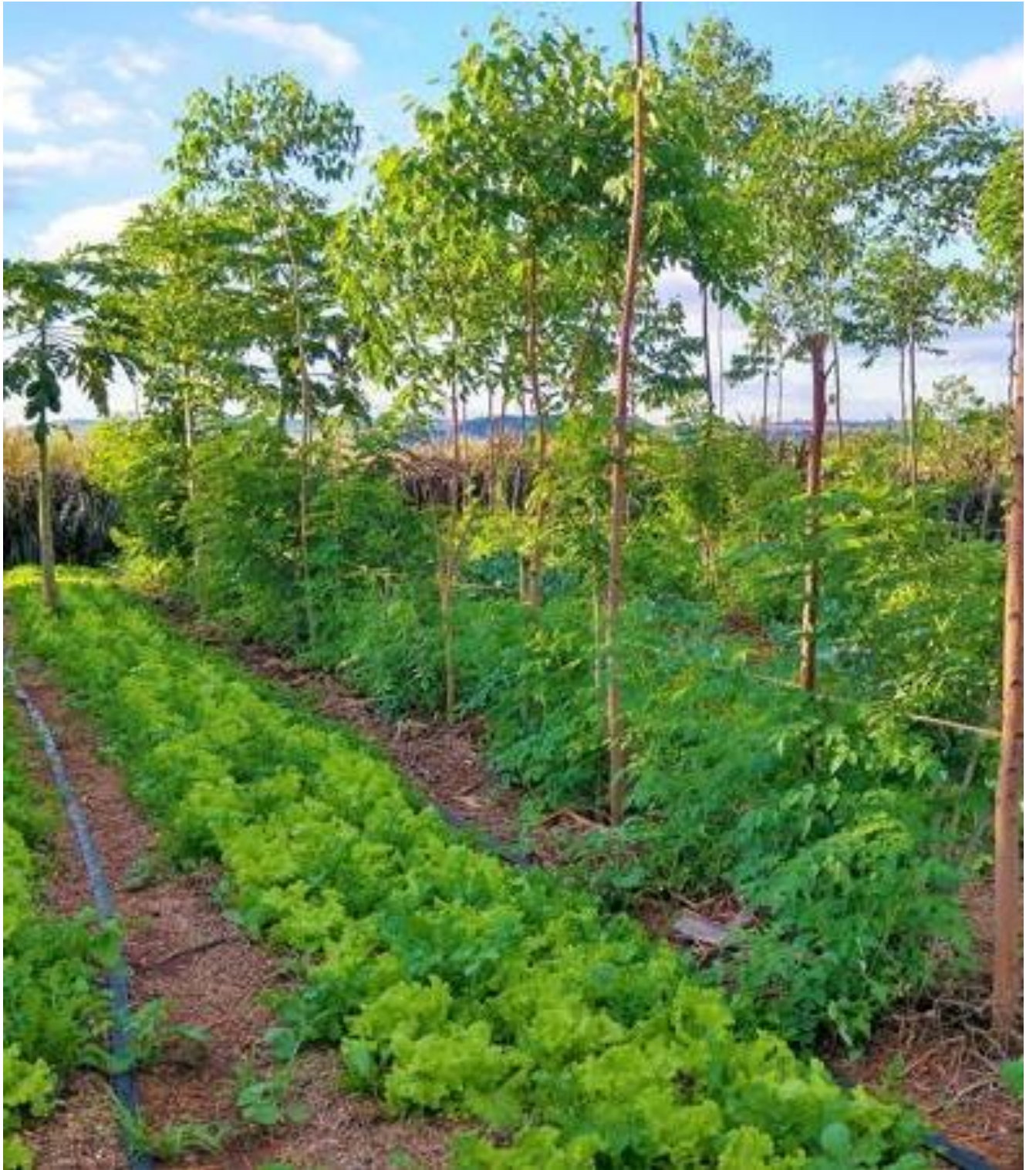
**Chapter Four** this chapter outlines the Strategic Issues, Strategic Goals as well as the key result areas, which provide the Ministry's aspirations over the medium term (2023-2027). The key result areas are in line with the vision and mission statement of the Ministry and are also applicable within the context of the core values, guiding principles and enablers.

**Chapter Five** this chapter outlines the strategic objectives and strategic choices, which provide the Ministry's aspirations over the medium term (2023-2027).

**Chapter Six** this Chapter highlights the how the strategic plan will be operationalized through the development of implementation plan, action, plan and performance contracting. It also highlights the principles of the organization structure, Staff Establishment, Business Process Re-engineering and Risk Analysis & Mitigation Measures.

**Chapter Seven** this chapter highlights the financial Resource Requirements, Resource Gaps, Resource Mobilization Strategies and the Resource Management Strategies for the Strategic Plan period.

**Chapter Eight** this Chapter describes how the Ministry of Environment, Climate Change and Forestry will undertake monitoring, evaluation and reporting of the implementation process of the Strategic Plan 2023-2027. The main objective of the exercise is to measure progress towards planned outputs and outcomes of strategies in the key results areas. The exercise therefore, tracks the implementation of policies, programmes and projects in the plan period. Monitoring and Evaluation (M&E) is a tool that will assist the management realize the achievement of stated organizational goals and objectives.



*Agroforestry and commercial forestry*

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Overview**

The chapter gives an overview of the Ministry's background, its mandate/functions as per the Executive Order No. 1 of 2023 on the Organization of the National Government. In addition, the chapter describes the key guiding policies that support National Development Agenda, - the Vision 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (**BeTA**), the UN agenda 2030 on Sustainable Development Goals (SDGs), AU Agenda 2063, and EAC vision 2050. The Chapter further describes the process the Ministry undertook to develop its 2023 – 2027 strategic Plan

### **1.1 Strategy as imperative for organizational success**

#### **1.1.1 Background**

The Ministry of Environment, Climate Change and Forestry's history can be traced back to the Ministry of Lands, Game, Fisheries and Natural Resources which was first established in 1963. Increased attention to environmental matters after the Stockholm Conference of 1972 led to the creation of the Ministry of Environment and Natural resources in 1982. The Ministry has evolved through the years with different names. In 2018, it was named as the Ministry of Environment and Forestry which later changed to the Ministry of Environment, Climate Change and Forestry as per the Executive Order No. 1 of 2023.

The Ministry is tasked to oversee the management and protection of the environment, the sustainable use of natural resources and the mitigation and adaptation to climate change. The Ministry aims at ensuring a healthy and sustainable environment for present and future generations in Kenya. The Country continues to face significant environmental and climate challenges; however, the Ministry remains committed to addressing these issues and promoting sustainable development. The Ministry takes cognizance and works to support the National development Agenda.

This strategic Plan is aligned to Vision 2030, which is the country's development blueprint that aims to transform Kenya into a newly industrialized middle-income country by the



year 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-Up Economic Transformation Agenda, the Sustainable Development Goals (SDGs) and Africa Agenda 2063.

The development of this Strategic Plan 2023-2027 was informed by the change of the Ministry's mandate via the Executive Order No.1 of 2023, and the Bottom-up Economic Transformation Agenda which is the National development agenda. The plan addresses the challenges identified during the mid-term review of the Strategic Plan 2018-2022 and incorporates the lessons learnt to inform the planning phase 2023-27 as well as the feedback received from various public institutions and other stakeholders. In addition, the Strategic plan will guide the Ministry in the implementation of its Programme and projects. The Strategic Plan also considers the strong commitment the country has shown to environmental conservation and sustainability and the various initiatives and policies towards achieving the goals.

In order to effectively undertake its functions, The Ministry has two State Departments i.e. State Department for Environment and Climate Change and State Department for Forestry with thirteen technical directorates each headed by a director, and 5 Technical Secretaries to coordinate the technical functions of the Ministry. There are two (2) Administrative Services directorates headed by Administrative Secretaries for each state department. The Ministry is complemented by ten Semi-Autonomous Government Agencies (SAGAs) with distinct functions that cut across and support the achievements of the Key Result areas.

### **1.1.2 Mandate /Function of the Ministry**

The Executive Order No. 1 of 2023 on the Organization of the National Government assigns the functions of the Ministry as follows:

National Environment Policy and Management;

- i. Climate Change/Action Policy
- ii. Promotion of low carbon technologies to reduce emissions
- iii. Restoration and Protection of Strategic Water Towers
- iv. Protection and Conservation of the Natural Environment
- v. Pollution Control
- vi. Lake Victoria Environmental Management Programme
- vii. Restoration of Lake Naivasha Basin
- viii. Meteorological Services
- ix. Conservation and Protection of Wetlands

- x. Forestry Development Policy
- xi. Forestry Management
- xii. Support in Climate Change/Action Policy
- xiii. Development of Forests, Re-forestation, and Agro-forestry

### **1.1.3 Institutions**

According to the Executive Order No.1 of 2023, the Ministry provides policy guidance, capacity building, resource mobilization, coordination and oversight to the following Semi-Autonomous Government Agencies (SAGAs) under the Ministry:

**National Environmental Management Authority (NEMA)** (Environmental Management Co-ordination Act, No.8 of 1999): The Authority is mandated to ensure sustainable management of the environment through exercising general supervision and coordination over matters relating to the environment.

**National Climate Change Council (NCCC)** (Climate Change Act, No. 11 of 2016): The Council provides an overarching national climate change coordination mechanism and ensures climate change functions are mainstreamed in both levels of governments.

**Kenya Water Towers Agency (KwTA)** (Executive Legal Notice No. 27 of 2012): The agency's mandate is to coordinate and oversee the protection, rehabilitation, conservation and sustainable management of all the critical water towers in Kenya.

**National Environment Trust Fund (NETFUND)** (Environmental Management Coordination Act, No.8 of 1999): The Fund's mandate is to facilitate research intended to further the requirements of environmental management, capacity building, environmental awards, environmental publications, scholarships and grants. To fulfill its mandate, NETFUND mobilizes, avails and manages resources for environmental protection and conservation in the country.

**National Environmental Complaints Committee (NECC)** (Environmental Management Co-ordination Act, No.8 of 1999): The Complaints Committee is charged with the task of investigating complaints or allegations regarding the condition of the environment in Kenya and suspected cases of environmental degradation. NECC also undertakes public interest litigation on behalf of the citizens in environmental matters.

**Kenya Meteorological Department (KMD)** The mandate of the KMD is to provide timely early warning weather and climate information essential for safety of life, protection of property and conservation of the natural environment. Contributing to socio-economic planning and sustainable national development, promoting long term observation and collection of meteorological, hydrological and climatological data, including related environmental data. The Department has additional mandate from the World Meteorological Organization Convention (WMO) which recognizes the KMD as the National Meteorological Service.

**Kenya Meteorological Training College:** The Institute is mandated with the responsibility of training personnel in Meteorology, Operational Hydrology and related geo-sciences in the country. The institute has additional mandate as a designated World Meteorological Organization Regional Training Centre (WMO - RTC) with the responsibility to organize and host specialized training courses in the English-speaking countries in Africa and parts of Asia due to its existing infrastructure, manpower and collaboration with other institutions both locally, regionally and internationally. The Institute offers regular courses as prescribed by WMO and tailor-made courses depending on the training needs.

**National Environment Tribunal (NET):** (EMCA 1999 Section 125) The National Environment Tribunal is mandated to hear and determine disputes arising from licensing decisions of NEMA, disputes arising in respect to forest conservation, management, utilization or conservation. The Tribunal is also mandated to determine disputes arising out of award of compensation by either the County Wildlife Conservation and Compensation Committee or KWS under section 25(6) of the Wildlife Conservation and Management Act 2013.

**Kenya Forest Service (KFS)** (Forest Conservation and Management Act, No. 34 of 2016): KFS mandate is to enhance development, conservation and management of Kenya's forest resources base in all public forests and assist County Governments to develop and manage forest resources on community and private lands for the equitable benefit of present and future generations.

**Kenya Forestry Research Institute (KEFRI)** (Science, Technology and innovation Act, No. 28 of 2013): KEFRI is mandated to conduct research in forestry and allied natural resources, disseminate research findings to stakeholders, build capacity of stakeholders and establish partnerships and cooperate with other research organizations and institutions of higher learning in joint research and training.

## **1.2 The Context of Strategic Planning**

### **1.2.1 Policy and Legislative Framework Guiding the Ministry**

There are various policies and legislations that guide the Ministry. The notable policies and legislations include:

#### **i) Constitution of Kenya**

The Constitution of Kenya is very particular on environmental issues which are articulated in Article 42, 43, 69, 70. The Constitution accords every person a right to a clean and healthy environment which should be protected for the benefit of present and future generations.

#### **ii) Kenya Vision 2030**

Kenya's Vision 2030 is a long-term development blueprint for the country, that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The vision is anchored on three pillars; economic, social, and political, and recognizes the critical role the environment sector plays in achieving sustainable development. The Ministry of Environment, Climate Change and Forestry is supported in the social pillar, with the theme of building a just and cohesive society that enjoys equitable social development in a clean and secure environment.

#### **iii) Fourth Medium Term Plan (MTP) (2023-2027)**

The MTP is a successive five-year plan that implements the Kenya Vision 2030 which is a development blueprint. The MTP IV contains five sectors namely: Finance and Production Economy; Infrastructure; Environment and Natural Resource; Social Sector; and Governance and Public Administration.

Over the medium term, the Ministry through the Fourth Medium-Term Plan (2023-2027) has prioritized implementation of economic recovery strategies to re-position the economy on a steady and sustainable growth trajectory. The Ministry will focus on the Environment conservation and management, forest conservation and management, protection and conservation of wetlands, restoration and protection of water towers among others to ensure that the Fourth Medium Term Plan is achieved.

#### **iv) Bottom-up Economic Transformation Agenda**

The Strategic Plan 2023-2027 is anchored and aligned to the Bottom-Up Economic Transformation Agenda (BeTA) which outlines the government priority focus areas for development. The Bottom-Up Economic Transformation Agenda is geared towards economic turnaround and inclusive growth, the agenda aims at increasing investments in the five sectors that form the core pillars, these include: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. The agenda also includes the following key enablers: Infrastructure; Manufacturing; Blue Economy; the Services Economy, Environment and Climate Change; Education and Training; Women Agenda; Youth Empowerment and Development Agenda; Social Protection; Sports, Culture and Arts; and Governance.

The objective of providing a clean, healthy, safe and sustainably managed environment is consistent with Chapter Five of the Constitution of Kenya. The BeTA aims at mainstreaming issues of environment conservation, climate change mitigation and adaptation, halt and reversal of deforestation, biodiversity loss and land degradation, in all Government programmes and in both levels of Government.

The strategic plan as guided by the Bottom-Up Economic Transformation Agenda is committed to reduce greenhouse gas emissions by 32 percent by 2030 as contained in Kenya's Nationally Determined Contribution (NDC). In addition, the Plan adopts a Bottom-Up 3P solutions with greater focus on the people, planet and profit through prioritizations of biomass energy (wood fuel), agroforestry and solid waste management value chains.

The Strategic plan also considers the strategy involving modernizing and commercializing the charcoal value chain by adopting modern kilns, decriminalize the charcoal trade, supporting scaling up of clean cooking technologies and promoting youth-owned and operated briquette-making enterprises. To support the solid waste management value chain, the strategic plan will focus on adopting the Extended Producer Responsibility (EPR) model based on household level separation, organize waste collectors into cooperatives and provide circular economy waste separation sites/infrastructure. Under the agroforestry value chain, the focus is on development of a policy and regulatory framework to attract climate finance funds to facilitate establishment of 5 million acres (20,000 km<sup>2</sup>) agroforestry woodlots in drylands.

The Ministry will also develop and implement policies and strategies to tap into the global carbon market opportunities, green and climate financing mechanisms such as Green Climate Fund, promote green bonds and debt for climate swaps among others

**v) East Africa Community Agenda 2050**

The Vision 2050 lays out a broad East Africa's perspective in which the region optimizes the utility of its resources to narrow the gap in terms of social wellbeing and productivity. The EAC Vision 2050 emphasizes harnessing natural resources for value addition and transformation of the economy to the benefit of the EAC, and for sustainable environment management. The vision also underscores the importance of a strengthened institutional framework for sustainable development which responds coherently and effectively to current and future use of natural resources, and efficiently bridges gaps in the implementation of the sustainable development agenda. The Ministerial Strategic plan seeks to harness Climate change adaptation and mitigation, promote green growth /green economy and Sustainable use of natural resources as guided by the EAC Vision 2050.

**vi) Africa Union Agenda 2063**

The plan is aligned to the Africa's Agenda 2063 which is the blueprint and master plan for transforming Africa into the global powerhouse by 2063. The Ministry is committed to the achievement of the AU Agenda 2063 by Aspiring a prosperous Africa based on inclusive growth and sustainable development on promoting environmentally sustainable and climate resilient economies and communities. Aspiration 1 of the AU Agenda 2063 is to have a prosperous Africa based on inclusive growth and sustainable development.

**vii) United Nations agenda 2030 on Sustainable Development Goals**

The Ministry is committed to the achievement of the SDGs and will focus on the following goals:

**Goal 6: Clean Water and Sanitation:** seeks to improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally. The goal also targets to Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and Lakes which the Ministry will undertake in the plan period

**Goal 11:** Making cities and human settlements inclusive, safe, resilient and sustainable with a target of reducing the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

**Goal 12:** Ensuring sustainable consumption and production patterns with a target of achieving the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

**Goal 13:** Taking urgent action to combat climate change and its impacts with targets of: strengthening resilience and adaptive capacity to climate-related hazards and natural disasters in all countries; integrating climate change measures into national policies, strategies and planning and improving education, awareness- raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

**Goal 15:** Protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. The targets are: ensuring the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements; promoting the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally and; combating desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land- degradation-neutral world.

The environmental, forest and natural resources legislation and policies are summarized in Table 1 as shown.

***Table 1: legislation and policies.***

<b>Policy/Legislation</b>	<b>Key environment, forestry and natural resources issues</b>
The Constitution of Kenya	<ul style="list-style-type: none"> <li>• Accords every person a right to a clean and healthy environment and the environment should be</li> </ul>

<b>Policy/Legislation</b>	<b>Key environment, forestry and natural resources issues</b>
	<p>protected for the benefit of present and future generations.</p> <ul style="list-style-type: none"> <li>• Ensures sustainable exploitation, utilization, management and conservation of the environment and natural resources.</li> <li>• Aspired to achieve and maintain a tree cover of at least ten per cent, which has been achieved. The Ministry seeks to increase the tree cover to 30 percent of the land area of Kenya by 2030.</li> <li>• Protects genetic resources and biological diversity; eliminate processes and activities that are likely to endanger the environment.</li> <li>• Utilizes the environment and natural resources for the benefit of the people of Kenya</li> </ul>
Kenya Vision 2030	<ul style="list-style-type: none"> <li>• Aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment.</li> <li>• Environment, Climate Change and forestry is supported in the social pillar, with the theme of building a just and cohesive society that enjoys equitable social development in a clean and secure environment</li> </ul>
Fourth Medium Term Plan (MTP) (2023-2027)	<ul style="list-style-type: none"> <li>• Focus on the Environment conservation and management, forest conservation and management, protection and conservation of wetlands, restoration and protection of water towers among others</li> </ul>



Policy/Legislation	Key environment, forestry and natural resources issues
Bottom-up Economic Transformation Agenda (BeTA)	<ul style="list-style-type: none"> <li>• Climate commitment to reduce emissions by 32 percent relative to “business as usual” by 2030.</li> <li>• Climate change impact mitigation, adaptation and resilience. Increase the tree cover to 30 percent by 2030</li> <li>• Mainstreaming ecological sustainable development.</li> <li>• Priority value chains: biomass energy (wood fuel), agroforestry and solid waste management.</li> <li>• Establish 5M acres (20,000 km<sup>2</sup>) agroforestry woodlots in drylands.</li> <li>• 1/3 reduction of emissions from residential cooking</li> <li>• Commitment (a) to modernize and commercialize the charcoal value chain specifically the adoption of modern kilns (b) decriminalizes the charcoal trade (c) support scaling up of clean cooking technologies (e) promote youth owned and operated briquetting enterprises where agricultural waste is available in commercially viable quantities (coffee waste, rice husks, maize cobs, coconut husks)</li> <li>• Complement Extended Producer Responsibility (EPR) with a “bottom up” community based/owned value chain. Organize waste collectors into cooperatives. Provide “circular economy” waste separation sites/infrastructure.</li> </ul>
East Africa Community Agenda 2050	<ul style="list-style-type: none"> <li>• Emphasizes harnessing natural resources for value addition and transformation of the economy to the benefit of the EAC, and for sustainable environment management.</li> <li>• underscores the importance of a strengthened institutional framework for sustainable development</li> </ul>

Policy/Legislation	Key environment, forestry and natural resources issues
	<p>which responds coherently and effectively to current and future use of natural resources.</p>
<p>Africa Union Agenda 2063</p>	<ul style="list-style-type: none"> <li>• Aspires to have a prosperous Africa based on inclusive growth and sustainable development.</li> <li>• Goal 7 is on Environmentally sustainable and climate resilient economies and communities, with various targets, including: sustainable natural resource management and Biodiversity conservation; climate resilience and natural disasters preparedness and prevention.</li> </ul>
<p>United Nations Agenda 2030 on Sustainable Development Goals</p>	<ul style="list-style-type: none"> <li>• <u>Goal 6</u>: Clean Water and sanitation - seeks to improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.</li> </ul> <p>targets to Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and Lakes.</p> <ul style="list-style-type: none"> <li>• <u>Goal 11</u>: Making cities and human settlements inclusive, safe, resilient and sustainable with a target of reducing the adverse per capita environmental impact of cities including air quality and waste management.</li> <li>• <u>Goal 12</u>: Ensuring sustainable consumption and production patterns with a target of achieving the</li> </ul>

Policy/Legislation	Key environment, forestry and natural resources issues
	<p>environmentally sound management of chemicals and all wastes throughout their life cycle.</p> <ul style="list-style-type: none"> <li>• <u>Goal 13</u>: Taking urgent action to combat climate change and its impacts with a target of strengthening resilience and adaptive capacity to climate-related hazards and natural disasters in all countries; integrating climate change measures into national policies, strategies and planning; and improving education, awareness- raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</li> <li>• <u>Goal 15</u>: Protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. The goal had a targets of; Ensuring the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements; Promoting the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally; and combating desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land- degradation-neutral world</li> </ul>

### 1.3 Strategic Planning Process

The development of this Strategic Plan (2023 – 2027) started on 21<sup>st</sup> February, 2023 vide a letter **Ref: NO: MEF /CS/028/2018** signed by the Cabinet Secretary, Ministry of Environment Climate Change, and Forestry **Hon. Soipan Tuya. CBS**. In the letter the Cabinet Secretary expressed her concerns that the Ministry was operating without a strategic plan since the current plan lapsed in **June, 2022**. She therefore, directed that, the process of developing a new plan start immediately with a clear road map and timelines.

Consequently, the Principal Secretary State Department for Environment and Climate Change, **Eng. Festus K. Ng'eno vide a letter Ref: MEF/ADM/41/2 dated 7th March, 2023** appointed Strategic plan development technical committee comprising 37 officers to undertake the work. The terms of reference (ToRs) for the team included;

- i) Conducting a review of past Strategic plans/policy documents related to the functions of the new two State Departments;
- ii) Conducting a Situation Analysis by undertaking internal and external environmental scan, stakeholder analysis, identifying challenges and opportunities and lessons learnt in previous implementation of related strategies;
- iii) Developing the **2023-27** strategic model as guided by the Two State Departments Top Management in line with issues identified in the situational analysis and determine the necessary strategies, key result areas, and budgets;
- iv) Preparing an implementation matrix for the plan as well as the derived matrices for the constituent Departments and Agencies with key performance indicators, targets and indicative budgets;
- v) Undertaking costing of activities as derived from the strategies to inform resource requirement;
- vi) Reviewing existing organizational structure and developing a new one where necessary for the Two State Departments;
- vii) Assessing the human resource capacity including staffing, skills and terms of service necessary to implement the mandate of the two State Departments;
- viii) Identifying financial resource requirements and gaps and proposing measures to address resource gaps;
- ix) Conducting a risk analysis and proposing mitigation measures to ensure successful implementation of the Strategic Plan;
- x) Developing a monitoring, evaluation and learning framework for the Strategic Plan;

- xi) Coordination/Stakeholders' engagement on the strategic plan; and
- xii) Developing a schedule for the strategic Plan validation, finalization, and dissemination.

The technical team developed a template to gather information from all the relevant institutions and departments. The strategic plan development process was consultative, firstly, the technical team engaged all the heads of departments (HoDs) and Chief Executives Officers (CEOs) of Semi-Autonomous Government Agencies (**SAGAs**) in the Ministry to gather and analyze information from their institutions and departments using a prescribed template. The technical team held two (2) working retreats to draft the Ministry Strategic plan. The first workshop was used by the team to put into context the information gathered as guided by the fifth-generation guidelines for preparation of the Strategic Plan 2023 – 2027. The first draft was shared with the stakeholders immediately after the workshop for comments and inputs using a prescribed template.

The technical team held a second workshop between **20/05/2023** and **27/05/2023** that culminated to a validation workshop on **24/05/2023** purposely to factor in inputs and comments received from the stakeholders. The validation workshop was held under the stewardship of the Cabinet Secretary, Ministry of Environment Climate Change, and Forestry and the two Principal Secretaries (Principal Secretary, State Department for Environment and Climate Change and the Principal Secretary for Forestry). Similarly, a number of stakeholders were invited and attended the validation workshop meeting. The comments received during the validation workshop were factored in the document. The draft plan was shared again with the stakeholders for further comments and inputs. The document was also shared in the Ministry website **URL <https://www.environment.go.ke>**. The second validation meeting was held on **29/06/2023** in the Ministry Board room still under the stewardship of the Cabinet Secretary and the two Principal Secretaries, the meeting unanimously agreed that, the plan is good and should be launched for implementation.

## **CHAPTER TWO: STRATEGIC DIRECTIONS**

### **2.0 Overview**

This chapter outlines the vision and Mission statements which provide the Ministry's aspirations over the medium term (2023-2027). The key result areas and objectives are in line with the vision and mission statement of the Ministry and are also applicable within the context of the core values, guiding principles, enablers and quality statement. This chapter establishes the framework and context for the Ministry of Environment and Natural Resources in its efforts to conserve and manage Kenya's environment and natural resources.

### **2.1 Mandate/Functions of The Ministry**

The Executive Order No. 1 of 2023 on the Organization of the National Government assigns the functions of the Ministry as follows:  
National Environment Policy and Management;

- i. Climate Change/Action Policy;
- ii. Promotion of low carbon technologies to reduce emissions;
- iii. Restoration and Protection of Strategic Water Towers;
- iv. Protection and Conservation of the Natural Environment;
- v. Pollution Control ;
- vi. Lake Victoria Environmental Management Programme ;
- vii. Restoration of Lake Naivasha Basin;
- viii. Meteorological Services;
- ix. Conservation and Protection of Wetlands;
- x. Forestry Development Policy;
- xi. Forestry Management;
- xii. Support in Climate Change/Action Policy; and
- xiii. Development of Forests, Re-forestation, and Agro-forestry

## 2.2 Vision Statement



Clean, Safe, Healthy,  
Sustainably Managed  
Resilient Environment  
and Natural Resources

## 2.3 Mission statement



To Conserve, protect, sustainably  
manage the environment and  
natural resources to support  
Biodiversity and Socio-Economic  
transformation.

## 2.4 Core values



### Enablers

- i. Legal, Policy & Institutional Frameworks
- ii. Sustainable Financing
- iii. Infrastructural Development
- iv. Technological Innovations

### Guiding Principles

1. A right to a clean, safe and healthy environment
2. An ecosystem approach to conserving, protecting and sustainable managing the environment, forests and natural resources.
3. A coordinated, participatory and inclusive approach to conservation, protection and management of the environment, forests and natural resources.
4. Adoption of the User Pay Principle in the use and management of environment, forests and natural resources.
5. Response and Adaptation to changing environmental needs and climatic risks.
6. Coordination and collaboration with stakeholders in the financing and management of environment, forests and natural resources.



## **2.5 Strategic goal**

- i. Enhance environmental, Climate Change and Forestry governance.
- ii. Sustainably well managed and resilient Environment and forest ecosystems.
- iii. Mitigate Climate change impacts
- iv. Expand Agroforestry and Commercial Forestry.
- v. Ensure adequate and sustainable resources.

## **2.6 Quality Policy Statement**

The Ministry of Environment, Climate Change and Forestry is committed to promoting a Clean, Safe, Healthy, Sustainably Managed Resilient Environment and Natural Resources, through the provision of effective governance for continual sustainable use of natural resources in order to secure livelihood and economic prosperity for the people of Kenya as envisaged in the Constitution, National Development Strategies, including Kenya Vision 2030.

To ensure that the Quality Policy is successfully implemented, staff will be responsible for identifying customer requirements, and ensuring that the correct procedures are followed to meet those requirements.

The objectives needed to ensure that the requirements of this Quality Policy are met and that continual improvement is maintained in line with the spirit of this Quality Policy, will be set, determined and monitored at the Management Review. The Quality Policy principals and objectives shall be communicated and made available to all staff.



*Impacts of climate change*

## CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

### 3.0 Overview

This chapter gives a review of the previous strategic plan (2018-2022). It outlines the key achievements, challenges, emerging issues and the lessons learnt during the implementation of the plan. It analyses the environmental scan using the SWOT and PESTEL analytical tools. The chapter further identifies stakeholders, their roles and responsibilities and highlights lessons learnt for the purpose of improving future performance.

### 3.1 External Environment

#### 3.1.1 Macro-environment

**Climate change:** Kenya is experiencing the effects of climate change, including rising temperatures, changing rainfall patterns, and increased frequency and intensity of extreme weather events such as droughts and floods. The ministry is working to reduce greenhouse gas emissions and adapt to the changing climate to protect the country's ecosystem and biodiversity.

**Biodiversity Loss:** Biodiversity loss is a critical global issue that has been described as the sixth mass extinction in the history of the planet. It refers to the gradual or rapid reduction of the variety of living species on earth as well as the loss of genetic diversity within species and ecosystems that support them. Biodiversity loss is a global issue that requires coordinated action at local, national, and international levels. The Ministry will protect biodiversity through the establishment of protected areas, the promotion of sustainable land use practices, and the development of policies and programs to address the root causes of biodiversity loss.

**Land Degradation:** Land degradation is a major global challenge, and Kenya is not exempt from this problem. Land degradation refers to the reduction or loss of the productive capacity of land, which can be caused by a range of factors, including human activities, climate change, and natural disasters. In Kenya, land degradation is a significant issue that affects both rural and urban areas. According to a report by the World Bank<sup>1</sup>, over 80 percent of the land in Kenya is classified as arid and semi-arid, making it particularly susceptible to degradation. The Ministry will ensure there are

sustainable land management practices, such as agroforestry, conservation agriculture, and the restoration of degraded lands. These practices will help to improve soil fertility, reduce erosion, and increase the productivity of the land. Additionally, there is a need for policy interventions to support sustainable land management practices and ensure the protection of natural resources in Kenya.

**Pollution:** Pollution is a significant global challenge that affects various aspects of human life and the environment, and Kenya is not immune to its effects. Kenya is facing several pollution challenges that have detrimental impacts on the country's natural resources, public health, and economic development. Air pollution, water pollution and Land pollution are the forms of pollution in Kenya. The Ministry and relevant stakeholders will take appropriate measures such as enforcing environmental regulations, promoting sustainable waste management practices, and raising public awareness to combat pollution in the country.

**Technological Changes:** Technology has revolutionized the way people live, work and interact with each other, but it has also created new challenges for the environment. While technology has the potential to help address environmental issues, it also contributes to environmental problems such as climate change, pollution and depletion of natural resources. Some of the ways technology poses challenges are through E-waste, Carbon footprint among others. To address these challenges the Ministry will develop and implement sustainable technologies and practices that minimize the environmental impact of technology while still meeting the needs for connectivity and information.

**Global Economic Crisis:** The Global Economic Crisis presents a significant challenge to the Ministry such as budget cuts, increased poverty, reduced or lack of investments on projects and initiatives, and reduced international cooperation. The Ministry will employ careful planning and strategic thinking to continue making progress on environmental issues in such times.

**Post Covid-19 Pandemic:** Economies world over are taking advantage of the opportunity provided by the need to redefine their growth projections post- Covid 19 by choosing to adopt greener growth paths.

### 3.1.2 Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
<b>Political</b>	<ul style="list-style-type: none"> <li>▪ Provides a framework to devolve and decentralize environmental, climate change and forestry issues.</li> <li>▪ Increased demand for ministry service(s) at the county level</li> <li>▪ Increased awareness in environmental sustainability.</li> <li>▪ More efficient &amp; effective utilization of resources.</li> <li>▪ Clear mandate in management of Environment and Forestry resources.</li> <li>▪ Enhanced support for environmental and Forestry conservation</li> <li>▪ The Presidential directive of accelerating to 30% National Tree cover by 2032.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Challenge in the implementation of the intergovernmental coordination mechanisms.</li> <li>▪ Emerging challenges during transition pose a threat to the continuity of service provision.</li> <li>▪ Politicization of conservation issues</li> <li>▪ Relatively low funding for the environment and forestry sector.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>▪ Promotion of value chain for nature-based enterprises.</li> <li>▪ Globalization</li> <li>▪ Efficiency and minimization of wastage</li> <li>▪ Carbon trading.</li> <li>▪ Kenya is a signatory to various regional and international treaties, protocols and conventions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is an increase in demand for environmental goods and services, hence more pressure on natural resources.</li> <li>▪ Increase cost for implementation of MEA's</li> <li>▪ Risk for further degradation in prospecting, explorations, mining and extraction</li> <li>▪ Competition for scarce resources</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Increased poverty, hence increased reliance on environmental goods and services such as firewood and charcoal</li> <li>▪ Taxation on green technology imports.</li> </ul>
<p><b>Social</b></p>	<ul style="list-style-type: none"> <li>▪ The existence of diverse cultural values that promote conservation.</li> <li>▪ Need for more involvement of young people in conservation and management of environment and forestry resources.</li> <li>▪ Promoting youth-owned green enterprises.</li> <li>▪ Need to respond to public demands on environment and forestry resources management issues.</li> <li>▪ Need to ensure clean healthy and safe environment as a human right as outlined in the constitution.</li> <li>▪ Need to mainstream cross-cutting issues in the environment and forestry resource sector.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased pollution, environmental degradation and challenges on waste management.</li> <li>▪ Change in land use.</li> <li>▪ High population leads to overdependence on limited natural resources.</li> <li>▪ Rapid manifestation of Climate change effects, Biodiversity loss and pollution impacting on Environment and Forestry sector.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Availability of skilled and unskilled labour force in the market to support the Bottom-up approach to provide Environmental Solutions</li> </ul>	
<b>Technological</b>	<ul style="list-style-type: none"> <li>▪ Existence of appropriate technology and innovations.</li> <li>▪ Cost-effective in data acquisition, processing and dissemination.</li> <li>▪ Timely, accurate and reliable analyses of data.</li> <li>▪ Increased capability in management of environmental data.</li> <li>▪ Achievement of evidence-based decision-making.</li> <li>▪ Transparent, reliable, efficient, cost-effective and predictable services.</li> <li>▪ Increased demand for timely services.</li> <li>▪ Easier communication with the public.</li> <li>▪ Increased public participation.</li> <li>▪ Reduction of use of paper for communications and hence reduced pressure on forests.</li> <li>▪ Improved service delivery.</li> <li>▪ Environmental sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased e-waste generation.</li> <li>▪ Skills redundancy and possible layoffs.</li> </ul>

<b>Ecological</b>		<ul style="list-style-type: none"> <li>▪ Depletion, degradation of land and biological resources.</li> <li>▪ Increased frequency of extreme weather events causing difficulty in the prediction of weather patterns and decreased production of natural resources.</li> </ul>
<b>Legal &amp; Regulatory</b>	<ul style="list-style-type: none"> <li>▪ Constitution of Kenya</li> <li>▪ Existence of legal framework for protecting Traditional intellectual property rights.</li> <li>▪ International treaties, conventions, protocols and agreements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low compliance with environmental laws and regulations</li> <li>▪ Delays in ratification of treaties, conventions, protocols and agreements</li> </ul>

### 3.1.3 Internal Environment

#### 3.1.3.1 Governance and Administrative Structures

Executive Order No. 1 of 2023 on Organization of the Government of the Republic of Kenya created two State Departments in the Ministry, namely the State Department for Environment and Climate Change, and State Department for Forestry. The Environment, Meteorological Services and Climate Change functions formed the State Department for Environment and Climate Change while the Forestry Conservation and Ecological Restoration Function was combined with Agroforestry to form the State Department for Forestry.

The Institutions / SAGAs under the State Department for Environment and Climate Change include the National Environmental Management Authority, National Environment Trust Fund, National Environment Complaints Committee, National Environment Tribunal, National Climate Change Council and Kenya Water Towers Agency while those under the



State Department for Forestry include Kenya Forestry Service and Kenya Forestry Research Institute.

### 3.1.4 Internal Business Processes

**Table 3.1 Summary of Strengths and Weaknesses**

Factor	Strengths	Weaknesses
<b>Governance and Administrative Structures</b>	<ul style="list-style-type: none"> <li>▪ The Ministry has a clear mandate as per the Constitution of Kenya and the Executive order No. 1 of 2023.</li> <li>▪ Existence of legal framework for protecting Traditional intellectual property rights.</li> <li>▪ Existence of enabling policies and legal framework for the bottom up approach in providing environmental solutions.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weak enforcement of environmental, climate change and forest laws and regulations.</li> <li>▪ Slow implementation of MEAs and Cooperative Framework Agreements (CFAs).</li> </ul>
<b>Internal Business Processes</b>	<ul style="list-style-type: none"> <li>▪ Strong partnership with stakeholders.</li> <li>▪ Existence of enabling policies and legal framework for the bottom up approach in providing environmental solutions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate human capital and financial resources.</li> </ul>
<b>Resources and Capabilities</b>	<ul style="list-style-type: none"> <li>▪ Enhanced effectiveness and efficiency in operations through two (2) State departments created under the Ministry.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate data.</li> <li>▪ Slow adoption capacity to new technologies.</li> <li>▪</li> </ul>

### 3.2 Stakeholder Analysis

Stakeholders are people who have vested interest in the issues and activities of the Ministry. The undertaking of Stakeholder analysis is imperative in identification and needs assessment. The Strategic Plan recognizes various stakeholders in environment and forestry management.

**Table 3.2 Stake holder analysis**

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
1.	Public/citizenry	Seek services and provide feedback	<ul style="list-style-type: none"> <li>▪ Active participation</li> <li>▪ Enhanced awareness in the sector</li> <li>▪ Efficient and effective services</li> </ul> Transparency and accountability in the service delivery	<ul style="list-style-type: none"> <li>▪ Regular feedback on services.</li> <li>▪ Responsive citizenry.</li> <li>▪ Compliance with laws and regulations.</li> <li>▪ Ownership and sustainability of projects.</li> </ul>
2.	Staff	Provide timely services  Receive feedback	<ul style="list-style-type: none"> <li>▪ Commitment to their welfare</li> <li>▪ Excellent performance to be rewarded.</li> <li>▪ Favorable terms &amp; conditions of service and good work environment.</li> <li>▪ Skills development and Job progression</li> <li>▪ Efficient and effective Human Resource services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved productivity.</li> <li>▪ Provide necessary skills and manpower.</li> <li>▪ Exhibit good image of the Ministry.</li> <li>▪ Efficient and timely services to the citizens and stakeholders.</li> <li>▪ Adherence to policies, rules, &amp; regulations of the ministry.</li> </ul>

			<ul style="list-style-type: none"> <li>▪ Participatory and fair appraisal</li> <li>▪ Capacity development through the required training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficient utilization of resources allocated.</li> </ul>
3.	Researchers and academic institutions	Undertake research and dissemination of results on various topical areas	<ul style="list-style-type: none"> <li>▪ Provide internships to their students.</li> <li>▪ Share the generated data and information.</li> <li>▪ Partnership and collaboration in research and policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training of Staff which are competent to deliver on the Ministry's mandate.</li> </ul>
4.	Ministries Department and Agencies (MDAs)	Collaborative partnerships in service delivery	<ul style="list-style-type: none"> <li>▪ Effective coordination and formulation of Government policies plans and budgets.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of policies plans and budgets that have been formulated.</li> <li>▪ Timely reporting.</li> </ul>
5.	Contractors, Suppliers and Merchants	Supply goods and services	<ul style="list-style-type: none"> <li>▪ Timely payments for goods and services supplied.</li> <li>▪ Procurement process which is transparent and accountable as well as Fair competition.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficient, effective and timely delivery of goods and services.</li> <li>▪ High standards of technical works undertaken, goods and services supplied that meet contractual obligations.</li> </ul>

				<ul style="list-style-type: none"> <li>▪ Competitive pricing.</li> </ul>
6.	Professional bodies	<p>Provide necessary professional guidance</p> <p>Enforce regulations and standards</p>	<ul style="list-style-type: none"> <li>▪ Compliance by staff through registration, renewal and continuous professional development.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved standards of technical expertise and professional management in the sector.</li> <li>▪ Partner in the implementation of</li> <li>▪ Development projects and programmes.</li> <li>▪ Improved innovation, research and development; and policy analysis.</li> <li>▪ Capacity building of staff.</li> </ul>
7.	Non-State Actors such as NGOs, civil societies, CBOs and Others	Provide advocacy services	<ul style="list-style-type: none"> <li>▪ Participation in the Ministry policies, projects and programmes development</li> <li>▪ Provision of quality services in the environment and forestry resources sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Active participation and collaboration.</li> <li>▪ Positive engagement.</li> </ul>
8.	Development partners and international organizations	Provide financial and technical support	<ul style="list-style-type: none"> <li>▪ Efficient use of Resources</li> <li>▪ Achievement of planned</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support specific programmes whose implementation is</li> </ul>

			<p>outcomes of projects implemented.</p> <ul style="list-style-type: none"> <li>▪ Involvement in planning for the sector</li> <li>▪ Policy direction on development planning.</li> <li>▪</li> </ul>	<p>Coordinated by the Ministry.</p> <ul style="list-style-type: none"> <li>▪ Timely disbursement of committed resources.</li> <li>▪ Technical assistance to strengthen institutional capacity.</li> <li>▪</li> </ul>
<b>9.</b>	Parliament	Enact laws, regulations on policy frameworks	<ul style="list-style-type: none"> <li>▪ Timely submission of draft policies and bills for legislation.</li> <li>▪ Timely response to parliamentary questions.</li> <li>▪ Efficient utilization of allocated resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely legislation of policies and bills on Environment and Forestry.</li> <li>▪ Adequate funding.</li> <li>▪ Oversight.</li> </ul>
<b>10.</b>	Media	Provide publicity	<ul style="list-style-type: none"> <li>▪ Provision of timely, accurate and reliable information.</li> <li>▪ Collaboration and partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced awareness on environment and forestry.</li> <li>▪ Fair and responsible coverage and reporting.</li> </ul>
<b>11.</b>	County Governments	Partnerships with National Government to implement policies on	<ul style="list-style-type: none"> <li>▪ Policy guidance on environment, and forestry</li> <li>▪ Partnership in implementation of devolved and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proper implementation of policies, legislation and regulations for both levels of Government.</li> </ul>

		projects and programmes	<p>devolved functions in environment, and forestry.</p> <ul style="list-style-type: none"> <li>▪ Capacity building on environment, and forestry.</li> <li>▪ Technical assistance and support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnership in implementation of national programmes and projects.</li> <li>▪ Timely and Quality provision of environment, and forestry services to the public.</li> </ul>
<b>12.</b>	Private sector	Undertake Public Private Partnerships (PPPs) on projects and programmes	<ul style="list-style-type: none"> <li>▪ Increased involvement of Public Private Partnership (PPPs) for environment and forestry.</li> <li>▪ Provide an enabling environment and incentives for business.</li> <li>▪ Involvement in policy formulation in the sector.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased funding for prioritized PPPs projects in environmental and natural forestry activities.</li> <li>▪ Support implementation of the national government agenda.</li> <li>▪ Compliance with laws, regulations and best business practices.</li> </ul>
<b>13.</b>	Women and Youth	Participate in public participations	<ul style="list-style-type: none"> <li>▪ Active participation in environment conservation and management</li> <li>▪ Enhanced awareness in the sector</li> <li>▪ Job and wealth creation through environment and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planting and growing of trees</li> <li>▪ Responsive citizenry.</li> <li>▪ Compliance with laws and regulations.</li> <li>▪ Ownership and sustainability of projects.</li> </ul>

			forestry related activities	
14.	Judiciary	Interpret and provide advisory on legal matters	<ul style="list-style-type: none"> <li>▪ Abide by the law.</li> <li>▪ Support to programmes on conservation on environment and forestry</li> <li>▪ Awareness creation on environmental justice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fair and prompt dispensation of environmental justice.</li> </ul>

### 3.3 Analysis of Past Performance

#### 3.3.1 Key Achievements

The Strategic plan under review had four (4) key result areas and eighteen (18) strategic objectives. The Key Result Areas were:

1. Environmental Conservation and Management
2. Forest and Biodiversity Conservation and Management
3. Climate Change and Weather Information
4. Governance, Research and Institutional Framework.

Under Environmental conservation and management, the Ministry continuously undertook annual ambient air quality monitoring in three (3) major urban centres (Nairobi, Mombasa, Kisumu), Two thousand six hundred (2600) inspections were also undertaken in all counties on enforcement of single-use plastic ban leading to 87 percent reduction of the banned single-use plastic in the environment. Four (4) integrated management plans were launched, 28,649 Environmental Impact assessment reports were received and processed while 26,707 licenses were issued, 100 percent environmental audits were targeted and achieved, two (2) cases of significant environmental importance and precedent setting on the protection and management of the environment were heard and determined. The cases enhanced environmental management and protection through the requirement for climate baseline studies and outlining effective public participation in environmental governance.

Awareness creation on environmental management and protection was enhanced through the publication and distribution of one hundred and sixty (160) scientific journal papers, book chapters, guidelines, policy briefs, technical and research notes. Through Climate change guidelines and curriculum development for schools, the Ministry set the stage for cultural transformation by inculcating desirable skills and knowledge through education in learners.

The Ministry's mandate and strategic objectives were also achieved through adoption of 72,890 ha of land under climate resilient management resulting in 38,923 households benefiting from project services. High quality tree seeds totaling 158,336 kilograms were produced and distributed, 288 ha of seed orchards and seed stands were established in all eco-regions. An additional 11 seed centers were constructed, and 144 technologies developed to support establishment and management of forest plantations and farm forestry.

Through enhanced partnerships and resource mobilization, KShs. 6.6 billion was raised through development partners to support environmental management including Restoration and sustainable management of Forest Ecosystem. The Ministry supported green technologies in waste management, renewable energy, forestry, climate smart agriculture and air pollution control through 185 projects to transition to green businesses and nature-based enterprises. Additionally, prioritized measures such as the automation of environmental licensing systems, e-registration of saw millers and installation of weather stations were successfully implemented to enhance timely and effective service delivery.

Under forest and biodiversity conservation and management, the Ministry increased forest cover from 6.99 percent in 2010 to 8.83 percent in 2021 equivalent to 5,226,191.79 Ha of forested area. National Tree Cover was determined to be 12.13percent equivalent to 7,180,000.66 Ha. A total of 514,031,272 tree seedlings were produced. Trees planted over the period were 106,282,091 in an area of 85,982 Ha while Aerial seeding and the Jaza Miti APP were employed in the sector.

In collaboration with other state agencies, the Ministry reclaimed and sustained surveillance operations on 55,884.5 Ha of public forest land that was illegally encroached and settled on, 2.6 million Ha of gazetted forests were protected. Natural regeneration of forest and water tower ecosystems was also enhanced through reduced anthropogenic factors as a result of the fencing of 30km of the Mau ecosystem, 120 km Mount Kenya,



54 km of Eburu forest, and 54KM of Marsabit forest. To support community interventions around water towers, 1,620 beehives were provided to community groups to set nature-based enterprises around water towers. In addition, 18 water towers were assessed.

Under climate change and weather information, the Ministry installed 3 Automatic Weather Observing Systems for Moi Airport, Laikipia airbase and Moi Airbase and 120 Automatic Weather Stations. Through automation, data for early warning systems was generated. A cluster system for climate diagnostic laboratory was also acquired.

Under governance, research and institutional framework, the Ministry initiated the review of the Environmental Management and Coordination Act 1999. It also developed the Solid Waste Management Act 2022, Water Towers Bill and Policy, and Meteorological Bill and Policy. The Ministry revised and submitted updated Kenya's Nationally Determined Contributions targets of Greenhouse Gas emissions reductions to 32 percent by 2030 relative to the BAU scenario of 143 MtCO<sub>2</sub>eq. It also coordinated the implementation of the National Climate Change Action Plan II (2018-2022) which resulted into the development of National Climate Change Learning and Awareness Strategy, National Long Term-Low Emission Development Strategy for 2050, and establishment of the Integrated Measurement Reporting and verification System for Kenya.

As part of its commitments to fostering partnerships and compliance at the international and regional level, the Ministry met its obligations to Multilateral Environmental Agreements through the submission of the sixth National Report (6NR) to UNCBD, the LDN targets report to UNCCD, and the revised NBSAP 2019-2030 to UNCBD secretariat.

### 3.3.2 Challenges

During the implementation of the previous strategic plan (2018-2022), the Ministry and her agencies experienced the following key challenges:

- a) Global Pandemic:** The COVID-19 pandemic hampered effective and timely implementation of most planned activities, plans, programmes and policies across the sector;
- b) Litigation:** Court cases hindered implementation and operationalization of projects, programmes, plans and policies in the Ministry;
- c) Technical capacity:** Inadequate number of technical officers due to inadequate resources to replace staff who exited the service

- d) Invasive species:** Affected ecosystems and loss of biodiversity lead to environmental degradation;
- e) Natural calamities:** such as forest fires, floods, rising water levels in lakes, drought among others, hampered the progress made in natural forest conservation and restoration of degraded landscapes;
- f) Operationalization of intergovernmental collaboration framework:** Inadequate collaboration between the Ministry, its agencies and County governments hampered implementation of devolved environmental and forestry functions;
- g) Inadequate Legislative Capacity:** existing legislative framework has various gaps which limit the capability of various sector institutions to effectively perform their mandates;
- h) Inadequate Funds:** Inadequate funding for natural resources conservation and management as well as late release of funds and austerity measures affected programmes and projects implementation; and
- i) Insecurity:** limited performance of functions due to insecurity in parts of the country.

### 3.3.3 Emerging Issues

#### a) Rising waters

Rising water levels in lakes, Oceans, rivers and dams resulted in negative socio-economic impacts in many regions in the country thus requiring urgent intervention. Understanding hydro-meteorological drivers of this scenario is important in designing short- and long-term measures/interventions.

#### b) Big data

Big data is the emergence of the study and application of data sets that are complex for traditional processing application software. A data fusion platform is required to generate information to develop a unique and large set of meteorological and environmental data. This introduces aspects of complex technology to handle large volume data sets and will be useful in the following areas:

- i. Blue economy.
- ii. WMO Global Framework for Climate Services (GFCS).
- iii. WMO Integrated Global Observation System (WIGOS).

- iv. Transboundary initiatives; and
- v. Free trade agreement (multilateral) discussions with the US, the UK and others with implications to consumer sensitivity to green practices.

### **c) Carbon Markets**

There is Lack of clear carbon benefit sharing mechanisms, this call for development of the carbon market framework to support the carbon markets.

### **d) Artificial Intelligence**

The emergence of the artificial intelligence lead to environmental monitoring and data analysis, climate modelling and prediction which led to tracking of endangered species and informed decision making.

### **3.3.4 Lessons Learnt**

During the implementation of the previous Strategic Plan (2018-2022), various lessons were learnt and will inform the implementation of the strategic plan (2023 – 2027). These lessons include:

- i. The need for enhanced effective public participation through capacity building;
- ii. Timely mid-term review of strategic plan gives time for feedback and corrective mechanism;
- iii. There is a need for mainstreaming climate change in forest conservation and management programs;
- iv. Collaborative framework between the National and County governments is essential for sustainable forest resources management;
- v. Use of digital platform enhance revenue collection and service delivery;
- vi. There is need for proper preparedness for natural calamities and global pandemics;
- vii. There is need for holistic approach, strategic partnerships and active engagement with partners and collaborators in Environmental and Forestry projects;
- viii. Species diversification with appropriate site matching in tree growing increase chances of tree survival contributing to forest cover at faster rate; and
- ix. Promoting the growing of bamboo across different landscapes offers opportunities for the development of bamboo-based enterprises.

FINAL DRAFT SP 4TH JULY

## **CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS**

### **4.0 Overview**

This chapter outlines the Strategic Issues, Strategic Goals as well as the key result areas, which provide the Ministry's aspirations over the medium term (2023-2027). The Plan has five Key Results Areas (KRAs) which are in line with the vision and mission statement of the Ministry.

### **4.1 Strategic Issues**

1. Environmental, Climate Change and Forestry Governance
2. Biodiversity loss
3. Climate Change
4. Land Degradation and Deforestation
5. Inadequate resources for service delivery

### **4.2 Strategic Goals**

1. Enhance environmental, Climate Change and Forestry governance.
2. Sustainably well managed and resilient Environment and forest ecosystems.
3. Mitigate Climate change impacts
4. Expand Agroforestry and Commercial Forestry.
5. Ensure adequate and sustainable resources.

### **4.3 Key Result Areas**

The Ministry will implement five key result areas namely:

1. Environment, Climate Change and Forestry Governance and Coordination.
2. Conservation, Protection, Restoration and Management of Environment and Forest Ecosystems.
3. Climate Change Adaptation and Mitigation.
4. Agroforestry and Commercial Forestry Development.
5. Resource Mobilization and Partnerships.

**Table 4.1: Strategic Issues, Goals and Key Result Areas**

<b>S/No</b>	<b>Strategic Issue</b>	<b>Goal</b>	<b>KRAs</b>
1	Environmental, Climate Change and Forestry Governance	Enhance environmental, Climate Change and Forestry governance.	Environment, Climate Change and Forestry Governance and Coordination.
2	Biodiversity loss	Sustainably well managed and resilient Environment and forest ecosystems.	Conservation, Protection, Restoration and Management of Environment and Forest Ecosystems.
3	Climate Change	Mitigate Climate change impacts	Climate Change Adaptation and Mitigation.
4	Land Degradation and Deforestation	Expand Agroforestry and Commercial Forestry.	Agroforestry and Commercial Forestry Development.
5	Inadequate resources for service delivery	Ensure adequate and sustainable resources.	Resource Mobilization and Partnerships.

FINAL DRAFT

## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

### 5.0 Overview

This chapter outlines the strategic objectives and strategic choices, which provide the Ministry's aspirations over the medium term (2023-2027). The Plan has 15 strategic objectives and 66 strategies. The strategic objectives and strategies align with the Ministry's Vision, mission and core values.

### 5.1 Strategic Objectives

The Strategic Objectives serve as a roadmap to achieve the Ministry's mission and vision. The Ministry will focus on the following strategic objectives:

1. To strengthen environment, climate change and forestry governance.
2. To reduce environmental and land degradation.
3. To improve waste management.
4. To improve functioning of aquatic and terrestrial ecosystems.
5. To increase forest and tree cover towards the 30% target by 2032.
6. To strengthen research in environment and natural resources.
7. To strengthen national climate change actions and responses.
8. To enhance access to means of implementation for local climate action.
9. To strengthen multilateral engagements and obligations on climate change.
10. To strengthen early warning and early action through meteorological services.
11. To enhance agroforestry development.
12. To strengthen commercial forestry development.
13. To strengthen wood and non-wood forest products value chain.
14. To enhance enterprise development for agroforestry and commercial forestry.
15. To increase sustainable resources for environment, climate change and forestry sector.

### 5.2 Strategic Choices

The Key Results Areas (KRAs), strategic objectives and strategies that will deliver the 2023-2027 strategic plan are outlined in table 5.1

**Table 5.1: Strategic objectives and strategies**

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
1	Environment, Climate Change and Forestry Governance and Coordination.	1. To strengthen environment, climate change and forestry governance.	<ul style="list-style-type: none"> <li>i. Develop and review policies, legislations and regulations on Environment, Climate Change and Forestry.</li> <li>ii. Coordinate the implementation of policies, legislations and regulations on Environment, Climate Change and Forestry.</li> <li>iii. Enforce laws and foster compliance of regulations.</li> <li>iv. Provide linkages between policy, planning, budgeting and budget execution.</li> <li>v. Strengthen institutional capacity for environmental, climate change and forestry management.</li> <li>vi. Strengthen natural resource governance through coordinating negotiations and ratification of Multilateral Environmental Agreements and Partnerships.</li> <li>vii. Develop subsidiary legislation under the Forest Act to operationalize public private partnerships in Forestry.</li> </ul>



S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
2	Conservation, Protection, Restoration and Management of Environment and Forest Ecosystems.	To reduce environmental and land degradation.	<ul style="list-style-type: none"> <li>i. Coordinate natural resource protection and management.</li> <li>ii. Promote biodiversity conservation and equitable benefit sharing.</li> <li>iii. Mainstream Multilateral Environmental Agreements in National and county governments development plans.</li> <li>iv. Foster compliance and enforcement of laws and regulations in the environmental and natural resource sector.</li> <li>v. Promote adoption of green technologies.</li> </ul>
		To improve waste management.	<ul style="list-style-type: none"> <li>i. Foster education and public awareness on waste management and pollution control.</li> <li>ii. Coordinate development of waste management infrastructure.</li> <li>iii. Coordinate monitoring of water and air quality.</li> <li>iv. Mainstream circular economy in national development.</li> </ul>
		To improve functioning of aquatic and terrestrial ecosystems.	<ul style="list-style-type: none"> <li>i. Promote afforestation and reforestation of degraded forests and landscapes.</li> <li>ii. Promote actions to reverse forest degradation and biodiversity loss.</li> </ul>

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<ul style="list-style-type: none"> <li>iii. Coordinate Conservation of lakes, river basins, coastal and marine ecosystems.</li> <li>iv. Coordinate Conservation and Protection of wetlands.</li> <li>v. Coordinate information and knowledge management on environment and natural resources.</li> </ul>
		To increase forest and tree cover towards the 30% target by 2032.	<ul style="list-style-type: none"> <li>i. Coordinate the implementation of the National tree growing and restoration campaign.</li> <li>ii. Enhance production of tree seeds and seedlings.</li> <li>iii. Establish synergies for joint tree growing through partnerships.</li> <li>iv. Provide incentive framework for Investment in carbon markets, natural capital accounting, and PES schemes.</li> <li>v. Promote participatory forest management.</li> </ul>
		To strengthen research in environment and natural resources.	<ul style="list-style-type: none"> <li>i. Promote research, innovation and adoption of appropriate technologies.</li> <li>ii. Coordinate production of appropriate tree germplasms for agroforestry and reforestation programmes.</li> <li>iii. Coordinate research in technological development for conservation and</li> </ul>

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<p>sustainable use of mangroves and coastal resources.</p> <p>iv. Promote research in ecosystem productivity and biodiversity Improvement.</p> <p>v. Provide framework for enhancing Bioprospecting and utilization of indigenous knowledge in natural resource products.</p>
3	Climate Change Adaptation and Mitigation	To strengthen national climate change actions and responses.	<p>i. Strengthening adaptation and mitigation actions across sectors.</p> <p>ii. Strengthen institutional capacities for realization of climate action.</p> <p>iii. Mainstream transparency, monitoring, review and verification of climate actions.</p>
		To enhance access to means of implementation for local climate action.	<p>i. Promote, adopt and transfer appropriate climate technologies and innovations.</p> <p>ii. Co-ordinate capacity development and awareness for locally led climate action.</p>
		To strengthen Multilateral engagements and obligations on climate change	<p>i. Coordinate national engagement in global and regional climate change fora.</p> <p>ii. Enhance compliance to international and regional climate change obligations and commitments.</p>

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
		To strengthen early warning and early action through meteorological services.	<ul style="list-style-type: none"> <li>iii. Strengthen MRV reporting.</li> <li>i. Integrate emerging technologies in the provision of meteorological services and products.</li> <li>ii. Enhance research, innovation and training.</li> <li>iii. Enhance capacity for production and delivery of tailored weather products.</li> <li>iv. Improve service delivery mechanisms for early warning systems and weather modification initiatives.</li> </ul>
4	Agroforestry and Commercial Forestry development.	To enhance agroforestry development.	<ul style="list-style-type: none"> <li>i. Promote adoption of agroforestry in private and community lands.</li> <li>ii. Coordinate implementation of the national strategy for agroforestry.</li> <li>iii. Coordinate Implementation of the 30% tree cover strategy through Agroforestry.</li> </ul>
		To strengthen commercial forestry development.	<ul style="list-style-type: none"> <li>i. Foster commercial forest plantation establishment and management.</li> <li>ii. Promote technologies for processing and value addition in timber products.</li> </ul>
		To strengthen wood and non-wood forest products value chain.	<ul style="list-style-type: none"> <li>i. Increase efficiency of the forestry value chains.</li> <li>ii. Develop and implement incentive schemes in</li> </ul>

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<p>agroforestry and commercial forestry.</p> <ul style="list-style-type: none"> <li>iii. Promote sustainable Production and utilization of non-timber forest products.</li> <li>iv. Promote market development for wood and non-wood forest products.</li> <li>v. Promote production and utilization of alternative energy sources.</li> <li>vi. Promote efficient charcoal production and utilization technologies.</li> <li>vii. Promote adoption of high value agroforestry and commercial trees on private and community lands.</li> <li>viii. Building the capacity of actors on agroforestry and commercial forestry.</li> </ul>
		<p>To enhance enterprise development for agroforestry and commercial forestry.</p>	<ul style="list-style-type: none"> <li>i. Develop and promote adoption of superior agroforestry and commercial forestry germplasm.</li> <li>ii. Create and enhance linkages between commercial forestry and agroforestry actors.</li> <li>iii. Support development and operationalization of commercial forestry and agroforestry incubation and innovation centres.</li> </ul>

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
5	Resource Mobilization and Partnerships	To increase sustainable resources for environment, climate change and forestry sector.	<ul style="list-style-type: none"> <li>i. Strengthening institutional capacity on resources mobilization.</li> <li>ii. Increase government funding allocation for the sector.</li> <li>iii. Strengthen development of a common Programme Framework as a basket of programmes and projects for the sector.</li> <li>iv. Promote innovative financing mechanisms.</li> <li>v. Enhance public private partnership investment in environment, climate change and forestry.</li> <li>vi. Increase access to global funding for accelerated local environmental and climate actions.</li> <li>vii. Strengthen strategic engagement with bilateral and multilateral development partners.</li> </ul>

FINN

## **CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK**

### **6.0 Overview**

This Chapter highlights how the strategic plan will be implemented through the operationalization of the implementation plan, action plan, annual workplans, budgeting and performance contracting. It also highlights the principles of the organization structure, Staff Establishment, Business Process Re-engineering and Risk Analysis & Mitigation Measures.

### **6.1 Implementation Plan**

The Ministry will implement the strategic plan through the development of an elaborate action plan. The action plan gives the strategic objectives of each Key Result Area with well-defined Annual Targets, Annual Budgets and Responsibility for execution of the activities. The concept of Performance Contracting will also be deployed in operationalizing of the Strategic Plan.

**Table 6.1: Implementation Matrix**

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: Environmental, Climate Change and Forestry Governance</b>																
<b>Strategic Goal: Enhance environmental, Climate Change and Forestry governance</b>																
<b>KRA 1: Environment, Climate Change and Forestry Governance and Coordination</b>																
<b>Outcome: Improved service delivery</b>																
<b>Strategic Objective: To strengthen environmental, Climate Change and Forestry governance</b>																
Develop and review policies, legislations and regulations on environment, Climate Change and Forestry	Develop and Review legislations and policies,(as shown in annex 1)	Laws and Policies developed and reviewed	Number of laws and policies developed	29	17	7	5	0	0	46	27	25	20	0	MOECC&F	KFS, KEFRI, NEMA, KWTA
			Number of laws and policies reviewed	9	6	3										MOECC&F
	Support MDACs to develop and/or review environment related legislations, regulations, Policies and Strategies	MDACs supported	No. of MDACs supported	36	20	4	4	4	4	10	10	10	10	10	SDECC	NEMA
	Develop of Integrated Master plans and Environmental Management plans on ecosystem	Master and management plans developed	No. of Master and management plans developed.	45	25	5	5	5	5	5	5	5	5		Directorate Policy	SDECC



Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Coordinate the implementation of policies, legislations and regulations on environment Climate Change and Forestry	Implement Extended Producer Responsibility Regulations	Producer Responsibility Organizations (PROs) operationalized	No. of Producer responsibility Organizations (PROs) operationalized	9	5	1	1	1	1	2	2	2	2	2	DWM&PC	-
	Undertake environmental audits for facilities with significant impacts on the environment	Regulated facilities audited	No of facilities audited	18000	10000	2000	2000	2000	2000	60	60	60	60	60	MECCF	NEMA
	Processing of various licensing regimes	Licenses issued	No of licenses issued	110000	60000	11000	12000	13000	14000	20	22	24	25	30	MECCF	NEMA
	Establish and maintain a National Carbon Registry	Carbon Registry in place	Number of Registries	1	1	1	1	1	1	10	10	10	10	10	CCD	-
	Support sector actors to effectively engage in carbon markets	Sectors participating in carbon markets	Number of sectors participating in carbon markets	5	5	5	5	5	5	10	10	10	10	10	CCD	-
Enforce laws and foster compliance of regulations	Undertake inspections to enforce the single use plastics ban in counties	Inspections to enforce single use plastic ban undertaken	No of inspections undertaken in counties	6000	3300	600	700	700	700	60	60	60	70	70	MECCF	NEMA

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Coordinate a Multi- Agency on enforcement of environment and natural resource laws and regulation.	A Multi-Agency established	A Multi-Agency established	5	1	1	1	1	1	10	10	10	10	10	MECCF/NE MA	-
	Establish an integrated licensing portal for environment and natural resource sector for ease of duty business in the sector	Integrated portal established	Integrated portal established	1	0	1	0	0	0	25	10	0	0	0	MECCF/NE MA	-
Provide linkages between policy, planning, budgeting and budget execution	Develop reporting framework on budget execution verse plans	Budget aligned to plans	Annual work plan, annual Progress report	10	2	2	2	2	2	4	4	4	4	4	MECCF	SAGAS
	Analyze Environment, Climate Change and Forestry expenditure in relation to plans and policies	Sector budget and expenditure reports developed	Number of Sector budget and expenditure reports developed	9	5	1	1	1	1	8	8	8	8	8	MECCF	-
	Undertake monitoring and evaluation of	M & E undertaken	No. of M&E undertaken	20	5	5	5	5	5	2	2	2	2	2	MECCF	SAGAS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	projects and programmes																
Strengthen institutional capacity for environmental, climate change and forestry management.	Recruitment and placement of staff	Vacancies / positions filled	No. of Vacancies filled	665	206	180	150	130	79	147	129	108	94	57	HRMD	MECCF	
	Implement training and development programmes as projected	Targeted staff trained	% of targeted staff trained	100	100	100	100	100	100	10	10	10	10	10	HRMD	MECCF	
	Develop Career progression Guidelines for the various Cadres	Develop Career progression Guidelines for the five Cadres	No. of Guidelines developed	5	5	0	0	0	0	10	0	0	0	0	HRMD	MECCF	
	Staff Performance appraisal	Staff appraised	% of staff appraised	100	100	100	100	100	100	5	5	5	5	5	HRMD	MECCF	
	Provide technical support to the SAGAs	Compliance with the prevailing service regulations	% of compliance with prevailing service regulations	100	100	100	100	100	100	0	0	0	0	0	SAGAS	MECCF	
	Personal Emoluments	Timely & accurate processing of PE	No. of accurate payroll processed by 20th of every month	60	12	12	12	12	12	12	1247	1376	1484	1578	1635	HRMD	MECCF
	Digitization of processes, functions, data and information	systems developed	No. of systems developed and	6	2	1	1	1	1	1	50	25	25	25	25	ICT	MECCF

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			implemented													
	Modernization of ICT infrastructure	Staff equipped with ICT Infrastructure acquired	% of staff equipped ICT infrastructure	100	100	100	100	100	100	40	20	20	20	20	ICT	MECCF
	Development of digitization standards and guidelines	Standards and guidelines developed	No. developed	10	2	2	2	2	2	10	10	10	10	10	ICT	MECCF
Strengthen natural resource governance through coordinating negotiations and ratification of Multilateral Environmental Agreements and Partnerships	Convene sectoral, inter-Ministerial and stakeholders' preparatory meetings for UNCBD, UNCCD and BRS &M conventions	Country position, National statements for the MEAs conference of parties and intersessional meetings developed	No. of position papers developed	22	12	3	2	3	2	10	15	10	15	10	SDECC, NEMA	MECCF
	Coordinate domestication and mainstreaming of multilateral environmental agreements in sectors and county	MEAs mainstreamed across sectors and Counties	No. Counties and sectors with domesticated	36	20	4	4	4	4	10	10	10	10	10	SDECC	NEMA

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	plans, policies and Programmes															
	Prepare Annual report to the UNCCD	Annual report prepared	No of annual national reports submitted to UNCCD	9	5	1	1	1	1	5	5	5	5	5	MECCF	NEMA
	Preparation and Commemoration World Environment Days (World Oceansday, World Wetlands Day, World Environment Day, World Meteorological Day, World Desertification and Drought Day)	World environment days commemorated	No. of world environment Days commemorated	12	12	12	12	12	12	32	32	32	40	40	MECCF	NEMA
	Coordinate collaborative initiatives between MECCF, stakeholders and Partners on development and implementation of MEAs	Collaborative meetings held	Number of collaborative agreements and initiatives developed	9	5	1	1	1	1	12	15	70	80	70	MEAs	MECCF

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: Biodiversity loss</b>																
<b>Strategic Goal: Sustainably well managed and resilient Environment and Forest ecosystems</b>																
<b>KRA 2: Conservation, Protection, Restoration and Management of Environment and Forest ecosystems.</b>																
<b>Outcome: Clean, safe, healthy and sustainably managed ecosystems</b>																
<b>Strategic Objective 1: To reduce environmental and land degradation</b>																
Coordinate natural resource protection and management	Protect and conserve forests and landscapes	Forests and landscape protected and conserved	Ha of protected public forests	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	500	500	500	500	500	KFS	MECCF
			Ha of water towers protected	1100000	200000	150000	200000	250000	300000	600	100	150	200	250	KWTA, KFS	MECCF
			KM Fenced	1000	200	200	200	200	200	600	600	600	600	600	KWTA, KFS, MoEC&F	MECCF
			Ha. of Mountain ecosystem conserved and managed	940576	940576	940576	940576	940576	940576	500	100	100	100	100	KFS, KWTA	
	Establish and maintain firebreaks	Firebreaks established and maintained	KM of firebreaks	5240	1048	1048	1048	1048	1048	1000	1000	1000	1000	1000	KFS	MECCF
Promote biodiversity conservation and equitable benefit sharing	Prepare and submit National Biodiversity Strategy and Action Plan (NBSAP) and National Reports to UNCBD	NBSAP and National reports submitted	No. of reports	7	4	1	1	-	1	10	10	10	5	10	MECC&F	MEAs, KEFRI, KFS, KWT

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Convene sectoral, inter-Ministerial and stakeholders' preparatory meetings for UNCCD, UNCBD and BRS inter-sessional meetings	SBSTTA and SBI positions for Kenya developed	No of position papers developed	18	10	2	2	2	2	10	10	10	5	10	MECC&F	MEAs, KEFRI, KFS, KWT
	Mainstream biodiversity strategies and plans in to sectors and Counties plans	Sector and County plans mainstreamed	No. of sector and county plans mainstreamed	38	20	4	5	5	4	10	20	25	25	20	MECC&F	MEAs, KEFRI, KFS, KWT
Mainstream Multilateral Environmental Agreements in National and county governments development	Coordinate domestication and mainstreaming of multilateral environmental agreements in National and county government plans	multilateral environmental agreements mainstreamed	No. of plans	55	30	7	7	7	4	10	20	15	20	10	MECCF	MEAs
Foster compliance and enforcement of laws and	Organize Dispute resolution sessions	Identified Disputes resolved	% of identified disputes resolved and Consents entered	100	100	100	100	100	100	178	186	197	217	234	NEMA, NECC, NET	MECC&F

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
regulations in the environmental and natural resource sector	Undertake Awareness creation on laws and regulations	Awareness forums held	No. of awareness forums held	84	47	10	10	10	7	55	55	56	57	62	NEMA, NECC, NET	MECC&F,	
	Develop and apply technology in case management	Case management system established	No of Case management system in place	7	3	1	1	1	1	6	6	6	6	6	NEMA, NECC, NET	MECCF	
	Undertake intelligence led information gathering for environment and natural resources crime hotspots	Database developed	Database	1	1						10	10	10	10	10	KFS, NEMA, KWTA	MECCF
	Deploy use of UAVs, Interpol, NIS and other surveillance technologies	Surveillance technologies deployed	No. of technologies	25	5	5	5	5	5	150	150	150	150	150	KFS, KEFRI, NEMA, KWTA	MECCF	
	Prepare Standard Operating Procedures for enforcement officers	Standard Operating Procedures developed	No. of Standard Operating Procedures	10	2	2	2	2	2	20	20	20	20	20	KFS, KEFRI, NEMA, KWTA	MECCF	
	Conduct continuous skills improvement training for officers	Trainings conducted	No. of trainings	10	2	2	2	2	2	20	20	20	20	20	KFS, KEFRI, NEMA, KWTA	MECCF	



Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Establish community alliances networks for reporting crimes	Community alliances established	No. of alliances	100	40	20	20	10	10	40	20	20	10	10	KFS, KEFRI, NEMA, KWTA	MECCF
	Conduct regular audits monitoring and reporting on law enforcement, occurrences or activities	Status of compliance determined	No. of reports/audits	100	20	20	20	20	20	100	100	100	100	100	KFS, KEFRI, NEMA, KWTA	MECCF
	Undertake inspections and enforcement of environmental and natural resource laws and regulations	Status of compliance	Level of compliance (%)	100	100	100	100	100	100	100	100	100	100	100	KFS, KEFRI, NEMA, KWTA	MECCF
Promote adoption of green technologies	Build capacity for communities to adopt green technologies (solar, jikos, electric cars)	Capacity building forums conducted	No. of forums	100	20	20	20	20	20	10	10	10	10	10	MECCF,	KFS, KEFRI, NEMA, KWTA
	Initiate waste to energy programmes	Waste to energy programmes initiated	No. of programmes	10	2	2	2	2	2	10	10	10	10	10	NEMA	MECCF

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic objective 2: To improve waste management</b>																
Foster education and public awareness on waste management and pollution control	Develop and disseminate awareness materials	Awareness materials developed & disseminated	No. of awareness material developed & disseminated	10	2	2	2	2	2	10	10	10	10	10	DWM&PC	MECCF
	Mainstream waste management and pollution control in curricula	Waste management and pollution control mainstreamed	No. of curricula	1		1				4	4				DWM&PC	
	Sensitize informal waste collectors on the Sustainable Waste Management link them to disposal facilities/ Secondary markets recyclers	Informal waste collectors sensitized	No of informal waste collectors sensitized	141	94	47	0	0	0	5	5	0	0	0	MECCF	NEMA/ COUNTY GOVERNMENTS
	Develop joint program for waste management and pollution control	Joint programmes developed	No. of joint programmes	10	2	2	2	2	2	10	10	10	10	10	MECCF/NE MA	COUNTY GOVERNMENTS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Coordinate development of waste management infrastructure	Establish material recovery facilities (MRF) for income generation	MRFs established	No. of MRFs	250	5	20	50	75	100	500	500	500	500	500	NEMA/ COUNTY GOVERNMENTS	MECCF
Coordinate monitoring of water and air quality	Undertake ambient air quality monitoring in 5 major urban Centres (Nairobi, Mombasa, Kisumu, Nakuru and Eldoret)	Air quality monitoring reports	No of reports	25	5	5	5	5	5	5	5	5	5	5	NEMA	MECCF
	Coordinate monitoring of water and soil quality parameters	Pollution status established	Number of pollution status reports developed	36	20	4	4	4	4	10	10	10	10	10	MECCF	NEMA
	Establish a knowledge management system on pollution prevention and control	Knowledge Management System established	No. of knowledge management system in place	5	1	1	1	1	1	3	5	2	2	2	MECCF	NEMA
Mainstream circular economy in national development	Build capacity to youth and women groups on development of Circular economy	Groups Capacity built	No. of groups	50	20	10	10	10	10	60	30	30	30	30	MECCF/NEMA	COUNTY GOVERNMENTS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	business models and infrastructure															
	Establish demonstration centres for best Circular Economy practices	Demonstration centres established	No. of demonstration centres	50	20	10	10	10	10	100	50	50	50	50	MECCF/NEMA	COUNTY GOVERNMENTS
	Coordinate formation of waste Service providers into cooperatives	Cooperatives formed	No. of cooperatives	94	20	20	20	20	14	20	20	20	20	14	MECCF	COUNTY GOVERNMENTS
<b>Strategic Objective 3: To improve functioning of aquatic and terrestrial ecosystems</b>																
Promote afforestation and reforestation of degraded forests and landscapes	Recruit youth and women (Green Army) to undertake afforestation of degraded forest landscapes	Youth and Women recruited	No. of youth and women recruited	100,000	20000	20000	20000	20000	20000	2500	2500	2500	2500	2500	KFS/KEFRI	MECCF
	Carry out mapping of degraded hotspot areas in forest landscapes	Hectares of Hotspot areas mapped	No. hectares mapped	350000	17500	17500	-	-	-	200	200				SDF	KFS/KEFRI
	Undertake conservation of mangroves	Mangroves areas conserved	No. of Hectares	60000	12000	12000	12000	12000	12000	10	10	10	10	10	KFS	KEFRI

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Carry out surveys for biodiversity conservation and sustainable use of natural forests	Biodiversity surveys in natural forests undertaken	No. of surveys undertaken	10	2	2	2	2	2	20	20	20	20	20	KFS	KEFRI
Promote actions to reverse forest degradation and biodiversity loss	Provide alternative livelihoods to reduce reliance on forests (private tree nurseries, fruit orchards, bee keeping and ecotourism)	Livelihood alternative options developed	No. of alternative livelihoods developed	10	10	10	10	10	10	10	10	10	10	10	MECCF/KFS/KEFRI	KWT A
Coordinate Conservation of lakes, river basins, coastal and marine ecosystems	Review of a Basin wide Restoration Plans for the two water basins (Naivasha and Lake Victoria)	Basin wide Restoration plans developed	Number of Basin Wide restoration plan in place	2	1	1	0	0	0	7	3	0	0	0	MECCF, KFS, KEFRI, NE MA, KWTA	NETF UND
	Implement strategies in the Plan (soil conservation, protection of springs, water harvesting structures)	Restoration activities undertaken	No. of activities	36	20	4	4	4	4	15	20	20	30	15	MECCF, KFS, KEFRI, NE MA, KWTA	NETF UND

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop partnership for joint and collaborative implementation of conservation actions	Partnerships developed	No. of Partnerships	9	6	2	1	0	0	2	2	2	2	2	MECCF, KFS, KEFRI, NEMA, KWTA	NETF UND
	Build resilience of the households displaced or affected by the floods	Households resilience built	No. of affected persons reached by targeted interventions	310000	120000	20000	50000	20000	100000	30	40	50	40	30	MECCF, KFS, KEFRI, NEMA	KWTA, NETF UND
	Restore degraded farmland areas affected by lake and river water intrusion	Degraded farmlands restored	Ha of farmlands	280000	150000	30000	50000	30000	20000	50	60	100	60	50	MECCF, KFS, KEFRI, NEMA,	KWTA, NETF UND
	Undertake soil conservation measures	Conservation measures established	No. of conservation measures	475	250	50	100	50	25	25	50	100	50	25	MECCF	KFS, KEFRI, NEMA, KWTA, NETF UND
	Establish water harvesting infrastructure	Water harvesting structures established	No of water harvesting structures	415	220	35	100	35	25	100	150	200	150	100	MECCF,	KFS, KEFRI, NEMA, KWTA, NETF UND
Coordinate Conservation and Protection of wetlands.	Build capacity to counties to develop the wetlands management plans	Counties capacity built on development of management plans	No of counties capacity built	84	47	10	10	10	7	200	200	200	200	140	MECCF	NEMA/ COUNTY GOVERNMENTS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Mapping and pegging of Public/community wetlands in counties	Wetlands mapped and pegged	No of wetlands mapped and pegged	84	47	10	10	10	7	40	20	20	20	14	MECCF/NEMA	COUNTY GOVERNMENTS
	Develop incentive schemes for collaborative management and partnerships on wetlands	Schemes Developed	No. of schemes	1		1					5				MECCF	NEMA, CGs
Coordinate information and knowledge management on environment and natural resources	Develop database for environment and natural resources	Database developed	No. of database	1		1					30				MECCF	KFS, KEFRI, NEMA, KWTA, NETFUND
	Develop data sharing protocols	Sharing protocols developed	No. of sharing protocols	1	1						30				MECCF	KFS, KEFRI, NEMA, KWTA, NETFUND
<b>Strategic Objective 4: To increase Forest and tree cover towards the 30% target by 2032</b>																
Coordinate the implementation of the National tree growing and restoration	Undertake afforestation and reforestation campaigns of the National Strategy towards the achievement of 30% tree cover	Afforestation and reforestation campaigns conducted	No of Campaigns	480	96	96	96	96	96	208	208	208	208	208	MECCF	KFS/KEFRI

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
n campaign	Map and rehabilitate degraded rangelands /ASALS	Dryland forest landscapes and community forests rehabilitated	Ha rehabilitated	2,595,278	519,055.60	519,055.60	519,055.60	519,055.60	519,055.60	200	200	200	200	200	KFS	MECCF/KEFRI
		Land Degradation Neutrality levels determined	% improvement	15	3	6	9	12	15	50	50	50	50	50	KFS	MECCF/KEFRI
	Rehabilitate degraded water towers, wetlands, and riparian areas outside gazetted forests	water towers, wetlands, and riparian areas outside gazetted forests	Area in Ha	250,000	50,000	50,000	50,000	50,000	50,000	200	200	200	200	200	MECCF/	KFS/KEFRI, NEMA
	Rehabilitate degraded natural forests in gazetted forests and water towers	natural forests in gazetted forests and water towers rehabilitated	Area in Ha	175,250	35,050	35,050	35,050	35,050	35,050	200	200	200	200	200	MECCF	KFS/KEFRI
	Establish Bamboo forests	Bamboo forests established	Area in Ha	75,000	15,000	15,000	15,000	15,000	15,000	100	100	100	100	100	KFS/KEFRI	MECCF



Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Restock forest plantation areas in gazetted forests	Forest plantation areas in gazetted forests restocked	Area in Ha	27,000	5,400	5,400	5,400	5,400	5,400	100	100	100	100	100	KFS	MECCF/ /KEFRI
	Establish Green Spaces (urban forests, arboretum, and road side plantings)	Green spaces established	Area in Ha	25,000	5,000	5,000	5,000	5,000	5,000	50	50	50	50	50	KFS	MECCF/ /KEFRI
	Promote growing of fruit trees and woodlots in schools, colleges, universities and other institutions	Fruit trees and woodlots established	Area in Ha	35,000	7,000	7,000	7,000	7,000	7,000	100	100	100	100	100	KFS	MECCF/ KEFRI
	Greening of infrastructure (Roads, railway lines, dams) and tree planting by corporates and MDAs	Infrastructure greened	Area in Ha	225,000	45,000	45,000	45,000	45,000	45,000	50	50	50	50	50	KFS/KEFRI	MECCF/
Enhance production of tree seeds and seedlings	Coordinate allocation of seedlings production to various stakeholders	Seedlings allocated to stakeholders	No. of seedlings allocated (Millions)	7,500	1,500		1,500	1,500	1,500	4	4	4	4	4	MECCF	KFS/KEFRI
		Seedlings produced	No. of seedlings	13,500	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	MECCF,	KFS, KEFRI, KWTA

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Facilitate production, packaging and distribution of seeds to nursery's	Seeds produced, packaged and distributed	Number of seeds (in tons)	500	100	100	100	100	100	500	500	500	500	500	KFS	KEFRI
		Potting materials procured	No. of potting materials (Millions)	7,500	920	1600	1600	1,600	1780	4500	4500	4500	4500	4500	SDF-	MECCF; KFS and KEFRI
	Undertake tree growing across the landscapes	Trees grown across landscapes	No. of trees grown (Millions)	7,500	920	1600	1600	1,600	1780	500	500	500	500	500	SDF-	MECCF; KFS and KEFRI
	Undertake monitoring and evaluation towards the 30% tree growing campaign	Status of the tree growing campaign	% increase	9	1.8	3.6	5.4	7.2	9	100	100	100	100	100	SDF-	MECCF; KFS and KEFRI
	Map potential sites for adopt a forest campaign	Sites for adopt a forest mapped	Area (Ha) mapped	150,000	30,000	30,000	30,000	30,000	30,000	50	50	50	50	20	KFS	MECCF
Establish synergies for joint tree growing through partnerships	Establish partnership to support tree growing initiatives	Partnerships established	No. of partnerships frameworks	100	20	20	20	20	20	5	-	-	-	-	NETFUND	MECCF
	Conduct national tree planting campaigns at National and County level	Tree planting campaigns held	No. of tree planting events	1450	290	290	290	290	290	-	10	-	-	-	KFS	MECCF

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Publicize tree planting campaign (e.g. social, print media & roadshows)	Tree growing awareness created	No. of publicity events	500	100	100	100	100	100	6	6	6	6	6	SDF	KFS and KEFRI
Provide incentive framework for Investment in carbon markets, natural capital accounting, and PES schemes	Mainstream framework for natural capital accounting in the country	Frameworks developed	No. of frameworks	1		1				3	3				MECCF	KFS, KEFRI
	Develop forest accounts for the country	Forest Accounts developed	Number of accounts developed	1	-	-	1		-		-	20	-	-	MECCF	KFS, KEFRI
	Develop Payment for Ecosystem Services (PES) schemes for forestry	PES schemes developed	No. of schemes	2	1	-	1	-	-	100	-	100	-	-	MECCF	KFS, KEFRI
Promote participatory forest management	Develop/ review rules for participatory forest management instruments	Participatory Forest Management rules developed / reviewed	No of PFM rules developed.	300	60	60	60	60	60	180	180	180	180	180	MECCF	KFS, KEFRI
	Develop grievance address mechanism for the parties to the PFM agreements	Grievance Address Mechanism Developed	No. of grievance address mechanism	1	-	1	-	-	-	-	30	-	-	-	MECCF	KFS, KEFRI

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Monitor and evaluate annually the performance of implementation of Participatory Forest Management Agreements in Public forests	Annual M&E reports	No. of M&E reports	20	4	4	4	4	4	10	10	10	10	10	MECCF	KFS, KEFRI
	Promote enterprise development of Community Forest Associations	Community Forest Association enterprise promoted	No. of CFA enterprise promoted	300	60	60	60	60	60	20	20	20	20	20	MECCF,	KFS, KEFRI
<b>Strategic Objective 5: To strengthen research in environment and natural resources</b>																
Promote research, innovation and adoption of appropriate technologies	Facilitate development of silvicultural standards and Technical notes for plantation species and emerging timber species	Plantation management silvicultural standards	No. of silvicultural standards and technical Notes	8	1	1	2	2	2	20	4	4	4	4	MECCF,	KFS, KEFRI
	Undertake research of alternative to plastic packaging	Alternative packaging materials identified	No. of packaging materials	10	2	2	2	2	2	2	2	2	2	2	MECCF,	KFS, KEFRI, NEMA

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Undertake environmental research to develop compliance standards	Compliance Standards developed	No. of compliance standards	10	2	2	2	2	2	50	50	50	50	50	MECCF,	KFS, KEFRI, NEMA
	Develop technologies for Improved timber harvesting, processing, value addition and non- timber products development	Appropriate technologies developed	No. of technologies developed	20	4	4	4	4	4	10	10	10	10	10	KEFRI	MECCF
	Develop technologies in forest restoration and rehabilitation and control and management of invasive species	Appropriate technologies developed	No. of technologies developed	30	6	6	6	6	6	20	20	20	20	20	KEFRI	MECCF, KFS
Coordinate production of appropriate tree germplasms for agroforestry and reforestation	Identify superior trees species for seed sources	Superior tree sources identified	No. of selected trees for seeds production	250	50	50	50	50	50	25	5	5	5	5	KEFRI	MECCF, KFS
	Collect, process and test seeds for quality assurance	Collected seeds tested for quality seed assurance	No. of seed batches testes for quality assurance	60 species	60	60	60	60	60	20	5	5	5	5	KEFRI	MECCF, KFS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
ions programmes	Distribute seeds to registered nurseries	Requested amount for seeds distributed to nurseries	No. of seed quantities in tonnes supplied to client's nurseries	500	100	100	100	100	100	12.5	25	25	25	25	KFS	MECCF, KEFRI
Coordinate research in technological development for conservation and sustainable use of mangroves and coastal resources	Promote technologies for mangrove degraded landscape restoration and rehabilitation	Technologies for mangrove propagation and rehabilitation	No. of technologies promoted	5	1	1	1	1	1	6	6	6	6	6	KEFRI	MECCF, KFS
	Build capacity of stakeholders in seedling production and restoration methods	Stakeholders trained on mangrove propagation	No. of stakeholders trained	500	2	100	100	100	100	10	2	2	2	2	KFS, KEFRI	MECCF
Promote research in ecosystem productivity and biodiversity Improvement	Undertake species productivity improvement through selection, clones & provenance testing and application of silvicultural practices	Increased productivity of timber species by 10%	% increase in productivity	10	2	2	2	2	2	25	5	5	5	5	KEFRI	MECCF, KFS
	Establish, maintain and secure seed sources	Quality & secured Seed sources established	No. of Quality seed sources established	15	3	3	3	3	3	50	10	10	10	10	KEFRI	MECCF, KFS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Undertake monitoring of pests and diseases, and forest fires in sample plantations	Maintained healthy forest plantations	No. of Monitored plantations for control of pests and diseases	100	20	20	20	20	20	50	10	10	10	10	KFS, KEFRI	MECCF
	Establish data bank for high yielding tree species	Data bank established	Report on data bank established	1	-	1	-	-	-	-	10	-	-	-	KEFRI	MECCF, KFS
	Undertake research for species selection and provenance trials for productivity improvement	Species productivity improved	No. of species	5	1	1	1	1	1	100	-	100	-	100	KEFRI	MECCF, KFS
Provide framework for enhancing Bioprospecting and utilization of indigenous knowledge in natural resource products	Document indigenous traditional knowledge on natural products and candidate species	ITK for bio enterprise documented	No. of documented ITK for bio enterprise	20	4	4	4	4	4	20	5	5	5	5	KEFRI	MECCF, KFS
	Determine propagation technologies for domestication of the candidate species for multiplication in ex-situ e.g. on-farms or grooves.	Propagation protocol for candidate ITK trees developed	No. of protocols developed	5	1	1	1	1	1	4	4	4	4	4	KEFRI	MECCF, KFS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop mechanism for benefit sharing for commercially feasible tree-based products	Benefit sharing mechanism developed	No. of strategies developed	2	1	-	1	-	-	4	-	4	-	-	MECCF, KFS	KEFRI
<b>Strategic Issue: Climate Change</b>																
<b>Strategic Goal: Mitigate Climate Change impacts</b>																
<b>KRA 3: Climate Change Adaptation and Mitigation</b>																
<b>Outcome: Climate Change resilience and low emission development</b>																
<b>Strategic Objective 1: To strengthen national climate change actions and responses.</b>																
Strengthening adaptation and mitigation actions across sectors	Undertake comprehensive national climate vulnerability and risk assessment	Vulnerability and risk assessment	Report	1	1	-	-	-	-	10	0	0	0	0	Ministry/CD	MECCF
	Undertake a study on the economic impacts of climate change in Kenya	Economic Impacts study undertaken	Report	1	-	1	-	-	-	0	15	0	0	0	CCD	MECCF



Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strengthen institutional capacities for realization of climate action.	Develop the National Climate Change Learning and awareness strategy	National Climate Change Learning and awareness strategy developed	Number	5	1	1	1	1	1	20	20	20	20	20	CCD	MECCF
	Undertake capacity building of stakeholder institutions on climate actions	Capacity building of stakeholder Institutions done	Number of Institutions	100	20	20	20	20	20	20	20	20	20	20	CCD	MECCF
	Equip the National Resource Climate Change Centre	National Climate resource centre equipped	% of completion	1	0	0	0	-	-	5	8	10	10	10	CCD	MECCF
Mainstream transparency, monitoring, review and verification of climate actions.	Undertake transparency, monitoring, review and verification of climate actions.	Transparency and MRV mainstreamed in Counties and Sectors	No. of Institutions mainstreaming transparency and MRV	60	60	60	60	60	60	20	20	20	20	20	CCD	MECCF
<b>Strategic Objective 2: To enhance access to means of implementation for local climate action</b>																

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Promote, adopt and transfer appropriate climate technologies and innovations	Adopt and transfer appropriate climate technologies and innovations.	Adoption and transfer of appropriate climate technologies promoted	Number of Technologies Number of Innovations	50 50	10 10	10 10	10 10	10 10	10 10	4	4	4	4	4	CCD	MECCF
2. Co-ordinate capacity development and awareness for locally led climate action.	Undertake capacity development and awareness for locally led climate action.	Capacity enhancement of experts undertaken	Number of experts	60	10	10	10	20	10	8	8	8	8	8	CCD	MECCF
<b>Strategic Objective 3: To strengthen Multilateral engagements and obligations on climate change</b>																
Coordinate national engagement in global and regional climate change fora.	Undertake national engagement in global and regional climate change fora.	National Engagements in Global and Regional climate change	Number of country position papers developed	18 18	18 18	18 18	18 18	18 18	18 18	14 0	14 0	14 0	14 0	14 0	CCD	MECCF

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance compliance to international and regional climate change obligations and commitments.	Undertake compliance to international and regional climate change obligations and commitments.	Compliance to International and regional climate change obligations and commitments enhanced.	No. of reports	5	5	5	5	5	5	10	10	10	10	10	CCD	MECCF
Strengthen MRV reporting.	Undertake MRV reporting.	MRV Sector reports done	No. of reports	8	8	8	8	8	8	5	5	5	5	5	CCD	MECCF
<b>Strategic Objective 4: To strengthen early warning and early action through meteorological services.</b>																
Integrate emerging technologies in the provision of meteorological services and products.	Upgrade technologies on high performance computing systems	Technologies upgraded	No. of technologies	10	2	2	2	2	2	22	21	13	19	21	KMD	MECCF
	Expand weather and climate monitoring infrastructure (observation networks)	Weather and Climate monitoring infrastructure expanded	No. of new infrastructure	600	80	120	150	130	120	68	61	35	66	53	KMD	MECCF

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance, research innovation and training	Conduct capacity development for climate research, modelling and prediction	Capacity development undertaken	No. of people trained	20	4	4	4	4	4	56	52	60	64	70	KMD	MECCF
	Undertake Technical training on skills and competencies for Meteorological personnel	Training on technical skills undertaken	No. of people trained	400	80	80	80	80	80	26	26	30	32	32	KMD	MECCF
	Collaborate with international scientific and technical partners for knowledge sharing, exchange programmes and technology transfer	Collaborations entered into.	No. of agreements	5	1	1	1	1	1	58	52	32	34	40	KMD	MECCF
Enhance capacity for production and delivery of tailored	Develop requirements for the National Framework for Weather and Climate Services (NFWCS)	Framework developed	No. of framework	1	1	1	1	1	1	124	130	76	140	148	KMD	MECCF

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
weather products	Develop co-generated weather products	Co-generated weather products developed	No.	10	2	2	2	2	2	86	80	45	78	85	KMD	MECCF
	Establish Regional weather and climate information centres (WCIC)	Regional weather and climate information centres established	No. of centres	10	2	2	2	2	2	204	210	116	185	209	KMD	MECCF
Improve service delivery mechanisms for early warning systems and weather modification initiatives	Strengthen the national multi hazard early warning system (integrate into national Disaster Risk Response Management System)	Early warning system strengthened	system strengthened	1	1	1	1	1	1	158	160	112	140	164	KMD	MECCF
	Upscale basin-based flood early warning systems	Basin based flood early warning systems upscaled	No.	4	1	1	1	1	-	340	318	108	320	334	KMD	MECCF

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Conduct county level seasonal outlook dissemination fora (participatory scenario planning)	County dissemination fora convened	No. of fora	705	141	141	141	141	141	141	141	141	141	141	KMD	MECCF	
<b>Strategic Issue: Land degradation and deforestation</b>																	
<b>Strategic Goal: Expand Agroforestry and Commercial Forestry</b>																	
<b>KRA 4: Agroforestry and Commercial Forestry Development.</b>																	
<b>Outcome: Improved livelihoods income and environment conservation</b>																	
<b>Strategic Objective 1: To enhance agroforestry development</b>																	
Promote adoption of agroforestry in private and community lands	Upscale adoption of agroforestry systems recommended for different agro-ecological zones.	Agroforestry systems adopted	No.	10	2	2	2	2	2	2	10	10	10	10	10	SDF	KFS, KEFRI
	Undertake investment appraisal of commercial forestry and agroforestry enterprises.	Investment appraisals	No.	10	2	2	2	2	2	2	10	10	10	10	10	SDF, KFS	KEFRI

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Uptake of improved technologies and practices in agroforestry.	Technologies adopted	No	5	1	1	1	1	1	5	5	5	5	5	SDF,KFS	KEFRI
	Adoption of multipurpose trees species on farms	Increase in adoption of multipurpose tree species	%	25	5	5	5	5	5	5	5	5	5	5	SDF,KFS	KEFRI
Coordinate implementation of the national strategy for agroforestry.	Awareness creation and sensitization of the agroforestry strategy	No. of forum conducted	No.	10	2	2	2	2	2	10	10	10	10	10	SDF	KFS,KEFRI
	Implementation of the agroforestry strategy	Implementation of the strategy	%	100	20	20	20	20	20	100	100	100	100	100	SDF	KFS,KEFRI
	Monitor the implementation of the agroforestry strategy	Monitoring reports	No.	10	2	2	2	2	2	10	10	10	10	10	SDF	KFS,KEFRI
Coordinate Implementation of the 30% tree	Mapping potential areas for restoration through agroforestry.	Mapped areas	No. of Ha	1,500,000	-	-	750,000.00	750,000.00	-	0	50	50	0	0	SDF	KFS,KEFRI,DRSRS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
cover strategy through Agroforestry	Undertake tree growing on private and community lands under agroforestry systems.	Trees planted	No.	2,250,000,000	450,000,000	450,000,000	450,000,000	450,000,000	450,000,000	200	200	200	200	200	KFS,	SDF, KEFRI
<b>Strategic Objective 2: To strengthen Commercial Forestry development</b>																
Foster commercial forest plantation establishment and management	Develop Guidelines for establishment of commercial forest plantations	Guideline developed	No	2	1	1	-	-	-	20	10	-	-	-	SDF	KFS, KEFRI
	Develop framework to incentivize investment in forest plantations- on public and community lands	Incentive Frameworks developed	No	2	-	1	1	-	-	-	10	20	-	-	SDF	KFS, KEFRI
	Restocking of commercial plantations in public forest	Increase in area under forest	Ha	50,000	10000	10000	10000	10000	10000	3000	3000	3000	3000	3000	MECCF	KFS, KEFRI
	Establish commercial forest plantations in ASALS	Forest area in ASALS increased	Ha	100000	20000	20000	20000	20000	20000	6000	6000	6000	6000	6000	KFS	MECCF



Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Support establishment of private commercial forest plantations in private and community lands	Private commercial forests established	Ha	45000	5000	10000	10000	10000	10000	50	50	50	50	50	SDF	KFS, KEFRI
	Institutionalize knowledge sharing in agroforestry and commercial forestry.	Youth, women, PWDs and marginalized groups supported	No	100	20	20	20	20	20	100	100	100	100	100	KFS	MECCF, KEFRI
Promote technologies for processing and value addition in timber products	Implement innovative models of plantation establishment and management	Models implemented	No	3		1	1	1		100	100	100	100	100	SDF	KFS, KEFRI
	Coordinate development of standard for timber grading	Standards developed	No. of standards developed	10	2	2	2	2	2	10	10	10	10	10	SDF	KFS, KEFRI
	Adopt efficient timber processing technologies	Increase in recovery rate	%	10	2	2	2	2	2	20	20	20	20	20	KEFRI	SDF, KFS
	Undertake development of forest certification schemes	Forest certification promoted	No. of forest certified	5	1	1	1	1	1	10	10	10	10	10	SDF	KFS, KEFRI, FSC

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Objective 3: To strengthen wood and non-wood forest products value chain</b>																
Increase efficiency of the forestry value chains	Develop efficient charcoal production and utilization technologies	Technologies developed	No.	120	25	25	25	25	20	200	200	200	200	200	KEFRI	SDF, MECCF
	Mainstream digital technology in marketing of agroforestry/ commercial forestry products	No of digital technologies mainstreamed	No.	5	1	1	1	1	1	20	10	10	10	10	KEFRI	MECCF,KFS
Develop and implement incentive schemes in agroforestry and commercial forestry.	Mainstream carbon trading schemes in agroforestry/ commercial forestry systems	No. of schemes	No.	3	0	1	1	1	0	0	10	10	10	0	MECCF	KFS,KEFRI
	Develop guidelines for PES in agroforestry and commercial forestry.	Guideline developed	No.	1	0	1	0	0	0	0	10	0	0	0	MECCF	KFS,KEFRI

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop business models for private sector investment in commercial forestry/ agroforestry	Business models developed	No.	5	1	1	1	1	1	10	10	10	10	10	MECCF	KEFRI
Promote sustainable Production and utilization of non-timber forest products.	Undertake resource mapping for non-timber forest products.	Resource maps	No.	5	1	1	1	1	1	20	20	20	20	20	KFS	MECCF, KEFRI, KALRO
	Develop technologies for sustainable production and utilization of NTFPs	Technologies developed and promoted	No.	12	0	3	3	3	3	0	30	30	30	30	KEFRI	SDF, KFS
	Develop and Implement protocols for production and value addition for non-timber products	Protocols developed Protocols implemented	No. of protocols % of implementation	5	1	1	1	1	1	10	10	10	10	10	SDF,	KEFRI, KFS, CGs
				100	100	100	100	100	20	20	20	20	20			
Support development of nature-based enterprises	Nature-based enterprises supported	No.	50	10	10	10	10	10	1500	1500	1500	1500	1500	SDF	KEFRI, KFS	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Engage the Youth, Women, PWDs and marginalized groups in agroforestry and commercial forestry	Increase in no. of Youth, women, PWDs and marginalized groups	%	25	5	5	5	5	5	1000	1000	1000	1000	1000	SDF	KEFRI, KFS
Promote market development for wood and non-wood forest products.	Develop grading standards for non-timber forest products	Grading standards developed	No.	5	1	1	1	1	1	50	50	50	50	50	MECCF,	KFS, KEFRI
	Promote development of commercial species under agroforestry in ASALs.	Species promoted	No.	10	2	2	2	2	2	100	100	100	100	100	SDF	KFS, KEFRI
	Establishment of tree-based farmer groups and associations.	Farmer groups established	No.	100	20	20	20	20	20	100	100	100	100	100	SDF	KFS, KEFRI
Promote production and utilization of alternative energy sources	Develop incentive framework for production and utilization of alternative energy	Incentive framework developed	No.	1	0	1	0	0	0	0	30	0	0	0	MECCF,	KEFRI, KFS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	sources e.g. briquettes															
	Build the capacity of Youth, Women, PWDs and marginalized groups in production and utilization of alternative energy sources	Youth, women, PWDs and marginalized groups supported	No.	500	100	100	100	100	100	100	100	100	100	100	MECCF	KEFRI, KFS
Promote efficient charcoal production and utilization technologies	Develop efficient charcoal production and utilization technologies	Technologies developed	No.	10	2	2	2	2	2	200	200	200	200	200	KEFRI	SDF, MECCF
	Build the capacity of counties to develop and implement chain of custody for forest product.	No. of counties implementing the chain of custody	No.	47	7	10	10	10	10	50	50	50	50	50	SDF	KEFRI, KFS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Establish woodlots for charcoal production in private and community lands	Woodlots established	Ha	100000	20000	20000	20000	20000	20000	1000	1000	1000	1000	1000	MECCF	KFS, KEFRI
Promote adoption of high value agroforestry and commercial trees on private and community lands.	Develop bamboo standards for use as a construction material	Bamboo standards developed	No. of bamboo standards	5	1	1	1	1	1	30	30	30	30	30	MECCF	KFS, KEFRI
	Domestication of sandalwood in community and private lands	Increase in adoption of sandalwood farming	%	10	2	2	2	2	2	50	50	50	50	50	SDF	KEFRI, KFS
	Diversify alternative wood carvings species	No. of species	No.	5	1	1	1	1	1	30	30	30	30	30	SDF,	KEFRI, KFS
Building the capacity of actors on agroforestry and commercial forestry	Conduct awareness and sensitization campaigns on agroforestry and commercial forestry	Awareness campaigns created	No. of awareness campaigns	100	20	20	20	20	20	100	100	100	100	100	SDF	KEFRI, KFS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Coordinate establishment of county-based demonstration plots	Demonstration plots established	No.	100	20	20	20	20	20	100	100	100	100	100	SDF	KEFRI, KFS
	Train actors on tree nursery establishment and management	No of trainings conducted	No.	20	4	4	4	4	4	80	80	80	80	80	SDF	KEFRI, KFS
	Develop database for agroforestry and commercial forestry actors	database developed	No.	1	1	1	1	1	1	100	20	20	20	20	SDF	KEFRI, KFS
	Provide technical support to County governments to implement forest extension services	Counties supported	No. of counties	47	47	47	47	47	47	50	50	50	50	50	SDF, KEFRI, KFS	
<b>Strategic Objective 4: To enhance enterprises development for Agroforestry and commercial forestry</b>																
Develop and promote adoption of superior agroforestry and commercial	Establish agroforestry and commercial forestry seed orchards	Seed orchards established	No	5	1	1	1	1	1	100	100	100	100	100	SDF,	KEFRI, KFS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
al forestry germplasm.	Undertake investment appraisal of commercial forestry and agroforestry enterprises.	Investment appraisals	No.	10	2	2	2	2	2	20	20	20	20	20	KFS	SDF, KEFRI,
Create and enhance linkages between commercial forestry and agroforestry actors.	Establish linkages in commercial and agroforestry	Linkages established	No of MoUs	10	2	2	2	2	2	50	50	50	50	50	SDF	KEFRI, KFS
	Conduct exchange and field learning days to actors in commercial and agroforestry	Exchange and field learning days conducted	No	15	3	3	3	3	3	55	55	55	55	55	SDF	KEFRI, KFS
	Mainstream digital technology in commercial and agroforestry	No of digital technologies adopted	No	5	1	1	1	1	1	50	50	50	50	50	KEFRI	SDF, KFS
	Coordinate production of commercial fruit tree seedlings in private and community lands	Commercial fruit tree seedlings propagated	No	270,000	54,000	54,000	54,000	54,000	54,000	27,000	27,000	27,000	27,000	27,000	SDF	KEFRI, KFS



Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Support development and operationalization of commercial forestry and agroforestry incubation and innovation centres	Establish the Kenya Commercial Forestry Investment Centres.	Commercial Forestry Investment Centre Established	No	5	1	1	1	1	1	100	100	100	100	100	SDF,	KEFRI, KFS
<b>Strategic Issue: Inadequate resources for service delivery</b>																
<b>Strategic Goal: Ensure adequate and sustainable resources</b>																
<b>KRA 5: Resource Mobilization and Partnerships</b>																
<b>Outcome: Adequate and Sustainable resources</b>																
<b>Strategic Objective: To increase sustainable resources for environment, climate change and forestry sector</b>																
Strengthening institutional capacity on resource mobilization	Build capacities of Ministry Departments, Agencies and Counties (MDACs) on resource mobilization	Capacity building sessions held for MDACs	No. of capacity building sessions held	20	4	4	4	4	4	35	35	35	35	35	MECCF,	NETFUND, KWTA, NEMA, KFS, KEFRI, NECC, NET

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Develop and operationalize the resources disbursement framework for the sector	Resources disbursement framework developed and operationalized	No. of framework developed and operationalized	1	1						10					MECCF	NETFUND
	Implement digital payment system for government revenue collection, resource mobilization and fund disbursement	Digital payment systems implemented	% of Digital transactions	100%	100%	100%	100%	100%	100%	2	2	2	2	2	MECCF,	NETFUND, KWTA, NEMA, KFS, KEFRI, NECC, NET	
Increase government funding allocation for the sector	Lobby for increased budgetary allocation	Increased budgetary allocation	Amount Allocated (Kes)	69	13	14	14	14	15	2	2	2	2	2	MECCF,	NETFUND, KWTA, NEMA, KFS, KEFRI, NECC, NET	
	Increase revenue generation base for environmental goods and services, carbon tax, fees and levies (AiA)	Increased revenue collection	Amount Collected (Kes B)	33	6	6	7	7	8	0	0	0	0	0	MECCF,	NEMA, KFS, KEFRI	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strengthen development of a common Programme Framework as a basket of programmes and projects for the sector	Develop a common Programme Framework for designing bankable programmes and projects	Framework developed	No. of framework developed	1	1						10	0	0	0	0	MECCF,	NETFUND, NEMA, KFS, KEFRI
	Initiate joint resource mobilization for transboundary/regional programmes and projects	Transboundary/regional programmes and projects initiated	No. of transboundary/regional programmes and projects initiated	3	0	1	1	1			0	10	10	10	0	MECCF,	NETFUND, KWTA KFS, KEFRI, NECC, NET.
Promote innovative financing mechanisms	Implement PES schemes for biodiversity conservation	PES schemes implemented	No. of schemes	2		1		1			10	0	10	0	MECCF	NETFUND, KFS, KWTA	
	Initiate green and blue bonds for environment, climate change and forestry	Green and blue bonds initiated	Amount raised from Green and Blue bonds	2		1			1						MECCF	NETFUND	
	Operationalize carbon market framework.	Carbon market framework operationalized	No. of framework	1	1						10	0	0	0	0	MECCF	NETFUND
			Amount raised from carbon markets ( Kshs. Bil)	5	1	1	1	1	1							MECCF	NETFUND

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop and operationalize the credit guarantee fund.	Credit guarantee fund developed and operationalized	No. of fund	1		1									MECCF,	NETFUND, KWTA, KFS
			Amount disbursed (Kshs. Mil)	100			20	30	50						MECCF	NETFUND, KWTA, KFS
Enhance public private partnership investment in environment, climate change and forestry	Mainstream/ domesticate the national public private partnership investment framework to the sector	Framework operationalized	No. of framework	1	1					10	0	0	0	0	MECCF	NETFUND
		PPPs projects implemented	No. of PPPs projects implemented	6	1	1	1	2	1						MECCF,	NETFUND, KFS, KWTA
	Coordinate Private sector engagement forums.	Private sector fora held.	No. of fora	10	2	2	2	2	2	4	4	4	4	4	MECCF	NETFUND
Increase access to global funding for accelerated local environmental and climate actions	Support accreditation of sector institutions to global funds e.g., GCF, GEF, AF.	Sector institutions accredited	No. of institutions accredited	3	0	1	1	1							MECCF,	NETFUND, KFS, KEFRI
	Lobby for increased allocation of GEF resources for the country	Increased allocation	Amount KES Bil	6	3	0	0	3	0	5	0	5	0	0	MECCF	NETFUND

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Target					Budget (in Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Coordinate development of environment and climate change programmes and projects proposals for funding	Proposals developed	No. of proposals	5	1	1	1	1	1	10	10	10	10	10	MECCF,	NETFUND, NEMA, KFS, KEFRI, KWTA
			Amount KES raised (Bil)	10	2	2	2	2	2	0	0	0	0	0	MECCF,	NETFUND, NEMA, KFS, KEFRI, KWTA
Strengthen strategic engagement with bilateral and multilateral development partners	Coordinate sector Development Partners engagement forums.	Development fora coordinated	No. of fora	20	4	4	4	4	4	4	4	4	4	4	MECCF	NETFUND
	Hold high level development partners bilateral and multilateral engagements	High level bilateral and multilateral engagement held	No. of engagements	10	2	2	2	2	2	4	4	4	4	4	MECCF	NETFUND
	Coordinate bankable proposals development for funding by bilateral and multilateral development partners	Proposals developed	No. of proposals	5	1	1	1	1	1	10	10	10	10	10	MECCF,	NETFUND, NEMA, KFS, KEFRI, KWTA

### **6.1.2 Annual Workplan and Budget**

The Ministry will develop Annual Workplan for each Financial Year of the Plan period. It will further be cascaded to departmental and individual workplans. The Workplans will be costed based on corresponding activities and available budget.

### **6.1.3 Performance Contracting**

The Ministry will develop Performance Contract for the Cabinet Secretary for each Financial Year of the Plan period as a key accountability tool to ensure efficient service delivery. The Performance Contract will then be cascaded to the two Principal Secretaries of the State Departments and further to State Corporations, departments & directorates under the Ministry.

## **6.2 Coordination Framework**

Executive Order No. 1 of 2023 on Organization of the Government of the Republic of Kenya created two State Departments in the Ministry, namely the State Department for Environment and Climate Change, and State Department for Forestry. The Environment, Meteorological Services and Climate Change functions formed the State Department for Environment and Climate Change while the Forestry Conservation and Ecological Restoration Function was combined with Agroforestry to form the State Department for Forestry.

The Institutions / SAGAs under the State Department for Environment and Climate Change include the National Environmental Management Authority, National Environment Trust Fund, National Environment Complaints Committee, National Environment Tribunal, National Climate Change Council and Kenya Water Towers Agency while those under the State Department for Forestry include Kenya Forestry Service and Kenya Forestry Research Institute.

## **6.2.1 Institutional Framework**

### **Departments/ Directorates/Units**

#### **Waste Management and Pollution Control Directorate**

The Directorate is mandated to: Coordinate development and review of policy, legislation, standards and guidelines for addressing waste management, land, water and air pollution; Develop and promote programmes on waste management and cleaner production; Coordinate development and implementation of an incentives framework to enhance private sector investment in building and operating sustainable waste management infrastructure; Coordinate formalization of the waste picker sector and ensure safe working conditions through training; Oversee monitoring of waste management practices and infrastructure to establish gaps that require extra policy interventions; and Oversee compliance with national standards of effluent discharge for environmental safety.

##### **i. Multilateral Environmental Agreements Directorate**

The Directorate is mandated to: Spearhead the development, implementation and review of policies, strategies and guidelines related to chemical and biological agreements; Coordinate domestication and implementation of biological and chemical Multilateral Environmental Agreements; Provide leadership in negotiation and engagement in International, regional and national environmental governance and related processes; Coordinate mainstreaming of international biological and chemical protocols and environmental agreements in the national environment agenda; Coordinate preparation of status reports on ratification of chemical and biological MEAs; Spearhead resource mobilization and capacity building for funding under the multi-lateral frameworks; Coordinate consultations and cooperation with County governments to support domestication of chemical and biological MEAs; Coordinate resource mobilization initiatives to support MEAs; and Coordinate monitoring of domestication and implementation of biological and chemical MEAs.

##### **ii. Programs, Projects and Strategic Initiatives Directorate**

The Directorate is mandated to: Coordinate the development and implementation of national, regional and intergovernmental environmental programs, projects and strategic initiatives; Coordinate the restoration and protection of water towers of strategic

importance to the country; Coordinate the conservation and protection of wetlands; Spearhead monitoring, evaluation and review of environmental programs, projects and strategic initiatives; Coordinate capacity building initiatives for the environment sector; Promote collaborations and partnerships with Development Partners and private sector players on environmental matters; Promote environmental education and awareness initiatives to inform public participation on matters environment; Promote intergovernmental consultation and cooperation between national and county governments on environment sector issues; and Coordinate development and implementation of Global Environment Facility National Programmes.

### **iii. Climate Change Adaptation, Negotiations and Resource Mobilization Directorate**

The Directorate is mandated to: Coordinate development and implementation of climate change Adaptation policy by both state and non-state actors; Coordinate Kenya's engagement in international climate change negotiations making direct and indirect decisions for Kenya; Spearhead optimization of the country's opportunities to mobilize climate finance; Coordinate establishment and management of a national registry for appropriate adaptation actions by public and private entities; Guide national and county governments on development of strategies and actions for building resilience to Climate Change; Coordinate technical assistance on adaptation based on needs identified by county governments; and Coordinate Climate Change related adaptation programmes and projects.

### **iv. Climate Change Mitigation and Knowledge Management Directorate**

The Directorate is mandated to: Coordinate development and implementation of climate change mitigation policies; Coordinate establishment and management of a national registry for appropriate mitigation actions by public and private entities; Identify low carbon strategies and coordinate related measurement, reporting and verification in collaboration with other agencies; Coordinate national knowledge and information system on Climate Change; Assessment and Reporting of the status of the country's adherence to the international obligations; Guide implementation of the gender and intergenerational climate change education, consultation and learning; Coordinate development and implementation of guidelines on carbon market mechanisms and policies; and Coordinate Climate Change mitigation programmes and projects.



## **v. Directorate of Meteorological Services**

The Directorate is mandated to: Spearhead the development, implementation and review of Meteorological Services policies, regulations and guidelines; Coordinate the development and generation of weather and climate forecasts; Facilitate access to weather and climate information; Guide on the development of meteorological observational and communication network designs; Facilitate the development and maintenance of Standard Operating Procedures; Oversee the operations of the observatories, National Telecommunications Centre, Regional Telecommunications Hub and World Weather Watch; Coordinate public education and awareness campaigns on meteorological services and products; Spearhead the science of climate change that will guide the provision of advice on mitigation and adaptation strategies; and Oversee county meteorological services.

## **vi. Directorate of Meteorological Training and Research**

The Directorate is mandated to: Spearhead the development, implementation and review of meteorological training and research policies, regulations and guidelines; Coordinate the provision of effective educational programs in the Institute and promote the improvement of teaching and learning; Spearhead the development of training and research programs; Oversee capacity building and skill development in the field of Meteorology and related applied sciences; Facilitate advancement of the science of meteorology, weather and climate modelling and technology through research and development; Facilitate collaboration with training and research institutions and stakeholders; and Guide the preparation, assessment and evaluation of the Meteorological Training and Research curricula in accordance with the WMO's programmes on Education and Training and Government guidelines; and guide the development of project proposals for resource mobilization to support projects and programmes.

## **vii. Policy, Regulations and Research Directorate**

The Directorate is mandated to: Coordinate formulation and review of relevant policies and Acts that affect environment and natural resources to align them to the current and emerging environmental changes; Spearhead mainstreaming of environmental issues into sectoral policies; Coordinate development of a framework to monitor the implementation of environmental and natural resources policies; Coordinate collaborative research and surveys on environmental policy issues; Coordinate partnerships and collaboration to undertake policy reviews and development; Spearhead capacity building to stakeholders

on environmental policy issues and; Coordinate resource mobilization initiatives for policy development and review.

#### **viii. Directorate of Forest Conservation**

The Directorate is mandated to: Formulate and review policy and legislation of forests ecosystems; Coordinate the development and implementation of the National Forest Programme; Facilitate the protection, management and conservation of forests ecosystem in collaboration with stakeholders; Promote conservation and education programs for youth and women in relation to forest ecosystem; Monitor exploitation and utilization of forest products to ensure sustainability; Coordinate the development, review and monitor implementation of guidelines and regulations for payment for Ecosystem Services; Coordinate the implementation strategy to increase Forest cover; Strengthen inter-governmental relationships and capacity building of County Governments and other stakeholders in implementation of forest functions.

#### **ix. Directorate of Ecological Restoration and Biodiversity**

The Directorate is mandated to: Coordinate stakeholders for holistic and integrated approach to cross-cutting issues of restoration; Develop policy and guidelines on restoration; Develop and implement programs on restoration of degraded landscapes in the environment; Coordinate mapping and assessments to determine the status of landscapes and ecosystems; Coordinate generation of a data base for monitoring ecological integrity; Build capacity to counties and other stakeholders on matters of ecological integrity; Coordinate stakeholders to restore ecological integrity of landscapes; Coordinate citizens education and awareness programmes on the importance of ecological restoration; Establish partnership with relevant county governments on designing and implementation of ecological restoration programmes and initiatives; and Develop proposals for funding programmes and projects for restoration.

#### **x. Directorate of Agroforestry**

The Directorate is mandated to; Develop, review and coordinate implementation of policies, strategies, projects and programs on agroforestry; Coordinate programs within agroforestry towards realization of the National Strategy for achieving 30% tree cover by 2032; Domesticated and monitor compliance of MEAs and other regional instruments and protocols and coordinate integration of their provisions into agroforestry programs strategies and plans; Coordinate mainstreaming of agroforestry extension services in County Integrated Development Plans (CIDPs); Coordinate infrastructure development

for agroforestry training; Coordinate and promote development of affordable financial products for agroforestry value chain players; Coordinate development of strategies for promotion of nature-based enterprises for communities' economic livelihoods; and Develop strategies and promote initiatives to enhance competitiveness of agroforestry products and services in the global and regional markets.

#### **xi. Directorate of Commercial Forestry**

The Directorate is mandated to; Develop, review and coordinate implementation of policies, strategies and programs on commercial forestry; Mainstream commercial forestry in existing and relevant policies, strategies and Acts; Coordinate the integration of Carbon Trading System (CTS) into commercial forestry; Promote development of commercial private forest investments, innovative land and tree tenure arrangements for long-term commercial forestry; and Promote commercial forestry, technologies and innovations.

#### **xii. Research and Strategic Initiatives Directorate**

The Directorate is mandated to; Oversee development, review and implementation of policies, strategies, projects, programs, regulations and plans on forest conservation, ecological restoration, agroforestry and commercial forestry; Coordinate national, regional and international in resource mobilization; Coordinate implementation of programmes, projects and strategic initiatives for forest conservation, ecological restoration, commercial forestry and agroforestry; Coordinate research, knowledge management and training; and Coordinate natural resource accounting and ecosystem valuation.

#### **xiii. Administrative Support Services**

Administration and Support Services comprises of: General Administration Division; Records Management Unit; and Information Communication Technology Unit; Public Communications Unit, Legal Unit, Internal Audit Unit, Human Resource Management and Development Division; Finance Division; Accounts Division; Central Planning and Project Monitoring Department; and Supply Chain Management Division.

## **Semi-Autonomous Government Agencies (SAGAs)**

**Kenya Water Towers Agency (KWTA)** is a State Corporation mandated to coordinate and oversee the protection, rehabilitation, conservation and sustainable management of water towers in Kenya.

**National Environment Trust Fund (NETFUND)** was established by the Environmental Management and Coordination Act of 1999 and charged with the responsibility of mobilizing resources for environmental financing in Kenya.

**Kenya Forestry Research Institute (KEFRI)** undertakes research and provides technologies and information for sustainable management, conservation and development of forests and allied natural resources.

**National Environment Management Authority (NEMA)** was established under the Environmental Management and Co-ordination Act, 1999 as the principal instrument of Government for the implementation of all policies relating to environment.

**National Environmental Complaints Committee (NECC)** is the body charged with the task of investigating complaints or allegations regarding the condition of the environment in Kenya and suspected cases of environmental degradation.

**Kenya Forest Service (KFS)** was established by the Forest Conservation and Management Act, 2016 and is tasked with development, conservation and management of Kenya's forest resources base in all public forests.

**National Environment Tribunal (NET)** is mandated to hear and determine disputes arising from licensing decisions of NEMA and disputes arising in respect to forest conservation, management, utilization or conservation.

**National Climate Change Council (NCCC)** was established under the Climate Change Act, 2016 to provide an overarching national climate change coordination mechanism and ensures climate change functions are mainstreamed in both levels of governments.

### **6.2.2 Staff Establishment**

The Ministry's authorized establishment is 999 against an in-post of 774. The shortfall of staff for the Ministry is 225. The proposed optimal staffing levels to facilitate effective and efficient service delivery in the Ministry is 1195 staff for State Department for Environment and Climate Change and 183 for State Department for Forestry.

**Table 6.2: Staff Establishment**

<b>S/N o</b>	<b>Designation /Cadre /Department/directorate</b>	<b>A/E</b>	<b>In-post</b>	<b>Varian ce</b>	<b>Proposed Establishme nt</b>
1.	Office of the Cabinet Secretary	7	6	-1	9
2.	Chief Administrative Secretary Office	1	1	0	6
3.	Office of the Principal Secretary	7	5	-2	7
4.	Office of the Secretary Environment	4	0	-4	4
5.	Programs, Projects and Strategic Initiatives Directorate	7	3	-4	9
6.	Waste Management and Pollution Control Directorate	9	2	-7	11
7.	Multilateral Environmental Agreements Directorate	7	3	-4	9
8.	Policy, Regulation and Research Directorate	0	0	0	9
9.	Office of the Secretary Climate Change Directorate	3	0	-3	4
10	Climate Change Adaptation, Negotiations and Resource Mobilization Directorate	9	3	-6	17
11	Climate Change Mitigation and Knowledge Management Directorate	10	5	-5	17
12	Secretary Meteorological Services & Meteorological Services Directorate	635	405	-230	638
13	Meteorological Training and Research Directorate	18	18	0	30
14	KMD support Services Staff	128	125	-3	199
15	Office of the Secretary Administration	1	4	3	4
16	Administration Division	5	5	0	7
17	Drivers	21	29	8	35
18	Public Communications Unit	8	2	-6	9
19	Records Management Unit	3	6	3	6
20	Human Resource Management and Development Division	8	10	2	20
21	Office Administrative Officers	23	4	-19	25
22	Clerical Officers	15	29	14	32
23	Support Staff	16	21	5	31

24	Finance Division	5	6	1	10
25	Accounts Division	8	10	2	12
26	Central Planning & Performance Monitoring Division	5	4	-1	8
27	Supply Chain Management Division	8	14	6	16
28	ICT Division	4	4	0	5
29	Legal Services Unit	2	2	0	2
30	Internal Audit Unit	0	4	4	4
	<b>Grand Total Support</b>	<b>297</b>	<b>305</b>	<b>8</b>	<b>481</b>
	<b>Grand Total Technical</b>	<b>680</b>	<b>425</b>	<b>-255</b>	<b>714</b>
	<b>Grand Total</b>	<b>977</b>	<b>730</b>	<b>-247</b>	<b>1195</b>

**Table 6.3: Staff Establishment- State Department for Forestry**

S/No	Designation	A/E	In-Post	Variance	Proposed
1.	Chief Administrative Secretary Office	1	1	0	6
2.	Office of the Principal Secretary	7	4	-3	7
3.	Office of Secretary, Forest Conservation and Ecological Restoration Department	4	0	-4	4
4.	Directorate of Forest Conservation	6	4	-2	15
5.	Directorate of Ecological Restoration	9	3	-6	16
6.	Office of Secretary, Agroforestry and Commercial Forestry Department	0	0	0	4
7.	Directorate of Agroforestry development	0	0	0	11
8.	Directorate of Commercial Forestry	0	0	0	11
9.	Directorate of Research and Strategic Initiatives	0	0	0	9
10.	Office of Secretary, Administration Department	0	1	1	4
11.	Office of Director Administration	0	0	0	5
12.	Drivers	0	0	0	8
13.	Records Management Unit	0	0	0	3
14.	ICT Division	0	1	1	4
15.	Human Resource Management and Development Directorate	6	7	5	6
16.	Office Administrative Personnel	0	8	7	14

<b>S/No</b>	<b>Designation</b>	<b>A/E</b>	<b>In-Post</b>	<b>Variance</b>	<b>Proposed</b>
17.	Clerical Officers	0	2	-2	10
18.	Support Staff	0	0	0	12
19.	Finance Division	0	3	3	5
20.	Account Division	0	1	0	7
21.	Legal Services Unit	0	0	0	2
22.	Central Planning & Performance Monitoring Unit	0	3	3	6
23.	Public Communication Unit	0	0	0	5
24.	Supply Chain Management Division	0	3	3	6
25.	Internal Audit Unit	0	3	3	3
	<b>Grand Total Administrative Support Services</b>	<b>6</b>	<b>32</b>	<b>26</b>	<b>117</b>
	<b>Grand Total Technical</b>	<b>27</b>	<b>12</b>	<b>-15</b>	<b>66</b>
	<b>Grand Total</b>	<b>33</b>	<b>44</b>	<b>-11</b>	<b>183</b>

### **6.2.3 Systems and Procedures**

#### **1. Business Process Re-Engineering**

The Ministry will undertake the following measures to ensure re-engineering of business processes:

i) Digitization and automation of the Ministry's processes, data and information in line with Government's commitment to make all public services available online:  
The Ministry will;

- a. Develop an integrated comprehensive environment and forestry information system relating to the national government environmental functions to address information use, big data, innovations, monitoring and reporting and Artificial Intelligence,
- b. Develop and update website and public portals for effective information dissemination, public access and service delivery,
- c. Adopt and maintain the government records system for efficient and effective paperless management of ministry's records,
- d. Develop an administration and HR information system to ensure effective management of HR and ministry's administration functions,
- e. Establish a mechanism for ensuring inter-connectivity between each county and SAGAs ICT infrastructure through National Optic Fiber Backbone Infrastructure (NOFBI) and other alternative connectivity sources,
- f. Establish a data center for systems hosting and collaboration with other government agencies, and
- g. Equip staff with the necessary ICT equipment for efficient service delivery

ii) Development and initiating of inter-governmental collaborations frameworks, standards and guidelines for cascading national government policies and strategies;

The ministry will develop standards and guidelines for;

- a. Administration of environment information banks, interoperability framework, data interchange, geo mapping and security,



- b. Collection, management and disclosure of personal information in compliance with Data Protection Act, 2019,
  - c. Business continuity, emergency and disaster preparedness to ensure services are not interrupted in the event of a crisis,
  - d. Consolidation, harmonization and dissemination of environment and forestry information obtained for effective planning, research and awareness creation, and
  - e. Maintenance of websites, systems and databases to ensure they up to date with technological changes and advancements.
- iii) Oversee mainstreaming of communication in all Ministry programmes, initiatives and interventions to enhance visibility and public understanding leading to behavior change;
- a. Create Social Media platforms for information dissemination,
  - b. Acquiring bulk messaging services for Broadcast messaging and awareness creation, and
  - c. Develop communication standards and guidelines.

## 2. Human Resource/Capital Management and Development Strategies

In order to enhance the capacity development and productivity of the employees, the Ministry of Environment, Climate Change & Forestry will endeavor to undertake the following during the plan period:

- a. **Recruitment** – The Ministry will undertake recruitment of technical staff to fill the vacant positions,
- b. **Career progression Guidelines** – The Ministry will develop career progression guidelines for the various cadres in the technical services for the Ministry as a basis for career advancement.
- c. **Human Resource planning (HRP)** – The Ministry will develop a Human Resource planning (HRP) Strategy to address succession Management and Human resource needs.
- d. **Training** – The Ministry will undertake Training Need Assessment (TNA) to identify the critical of training needs and how the needs will be addressed.

- e. **Skills Inventory** – The Ministry will develop a database for available skills in the Ministry as basis for ensuring effective deployment/optimal utilization of available skills and optimal utilization of HR capacity and to address inadequate skill.
- f. **Staff Performance Appraisal** – The Ministry will use the online Staff Performance Appraisal System (SPAS/GP 247) to link individual performance to organizational goals and objectives, through evaluating staff performance against agreed targets.
- g. **Human Resource Policies and Procedures** – The Ministry will implement the prevailing Human Resource Policies and Procedure Manual under Public Service to address various Human Resource issues and to ensure compliance.
- h. **Organization Structure and Staff Establishment** – Seek approval for the proposed organizational Structure and the staff Establishment and implement.

### 6.3 Risk Management Framework

**Table 6.4: Risk Management Framework**

S/No	Risk class/category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)
1	Strategic	Inadequate Stakeholder participation	Low	High	Medium	Communicate and encourage stakeholder participation
		Litigation from citizenry on their violated rights	High	High	High	Ensure compliance with laws and regulations Stakeholder consensus and Awareness creation
2	Operational	Loss of natural capital	High	High	High	Conservation and awareness creation
		Weak Legal and Regulatory Environment	Medium	High	High	Strengthen enforcement of laws and regulations.
3	Financial	Limited Resources	High	High	Medium	Develop and implement resource

S/No	Risk class/category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)
						mobilization strategies
		Budgetary cuts.	Medium	Medium	Medium	Prioritization of programmes
4	Information Management	Limited IT Infrastructure	Medium	Medium	Medium	Increase investments in ICT.
		Weak Information Management	Low	Low	Medium	Build capacity for information sharing and management.
5	Environmental	Natural disasters	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>• Early warning systems.</li> </ul> Sensitization and awareness creation on preparedness.
6	Policy/ Structural Changes	Weak capacity on enforcement of environmental laws	Medium	High	High	<ul style="list-style-type: none"> <li>• Building capacity and increase human resources.</li> </ul> Apply multi agency approach or whole government approach



*Our environment, our wealth*

## CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

### 7.0 Overview

This chapter highlights the financial Resource Requirements, Resource Gaps, Resource Mobilization Strategies and the Resource Management Strategies for the Strategic Plan period.

### 7.1 Financial Requirements

The total estimated financial resource requirement for the plan period is KShs. **230,030 Million** against an estimated allocation of KShs. **85,652 Million**, hence a gap of KShs. **144,378 Million**.

Table 7.1 summarizes the resource requirement for the Ministry for the plan period 2023/24-2027/28.

**Table 7.1. Financial Requirements for Implementing the Strategic Plan**

KRA	Thematic Area	Projected Resource Requirements per FY in (KShs. Mn)					Total
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
<b>KRA 1</b>	Environment, Climate Change and Forestry Governance and Coordination	2,598	2,701	2,648	2,530	2,439	12,916
<b>KRA2</b>	Conservation, Protection, restoration and Management of Environment and Forest Ecosystems	23,681	22,621	23,663	23,837	25,088	118,890
<b>KRA 3</b>	Climate Change Adaptation and Mitigation	2,842	2,632	1,779	2,587	2,602	12,442
<b>KRA 4</b>	Agro-forestry and Commercial Forestry Development	4,138	4,795	6,704	4,097	3,823	23,557
<b>KRA 5</b>	Resource Mobilization and Partnerships.	339	227	174	154	152	1,046

<b>Others</b>	Other (O & M and other Recurrent)	11,504	12,105	12,155	12,520	12,895	61,179
<b>Total</b>		<b>45,102</b>	<b>45,081</b>	<b>47,123</b>	<b>45,725</b>	<b>46,999</b>	<b>230,030</b>

### **Table 7.2: Resource Gaps**

Table 7.2 presents the financial resource gap for the period 2023-2027.

<b>Resource Gaps.</b>			
<b>FY</b>	<b>Requirement (Ksh. Mn)</b>	<b>Estimated Resource Allocations (Ksh. Mn)</b>	<b>Variance (Ksh.Mn)</b>
<b>2023/2024</b>	45,102	15,256	29,846
<b>2024/2025</b>	45,081	17,476	27,605
<b>2025/2026</b>	47,123	17,461	29,662
<b>2026/2027</b>	45,725	17,439	28,286
<b>2027/2028</b>	46,999	18,020	28,979
<b>TOTAL</b>	<b>230,030</b>	<b>85,652</b>	<b>144,378</b>

### **Source and utilization of Funds**

<b>Source</b>	<b>Source of Funding (Ksh. Mn)</b>					
	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>Total</b>
AIA	5,500	6,000	6,500	7,000	7,500	32,500
GoK	15,256	17,476	17,461	17,439	18,020	85,652
Donors	3,228	2,275	1,805	1,805	1,859	10,972
Gap/ Others	29,846	27,605	29,662	28,286	28,979	144,378
<b>Total</b>	<b>53,830</b>	<b>53,356</b>	<b>55,428</b>	<b>54,530</b>	<b>56,358</b>	<b>273,502</b>

## **7.2 Resource Mobilization Strategies**

The funding of the programmes will come from the Government of Kenya through the exchequer releases, Public Private Partnerships (PPPs), Development Partners, Bonds and Carbon Market.

### **7.2.1 Government Financing**

The Ministry will effectively bid for allocation of more resources through the Medium-Term Expenditure Framework Budgets, focusing on priority programmes in line with the Kenya Vision 2030, Medium Term Plan IV, the Bottom-up Economic Transformation Agenda and other Policy documents. In addition, it will explore opportunities for generating A-In-A from the existing programmes, implement cost reduction through “e-technology” and outsource services to improve its financial status.

### **7.2.2 Public Private Partnerships**

The Ministry will seek Public Private Partnerships to undertake the implementation of the various programmes and projects.

### **7.2.3 Development Partners**

The Ministry has a resource mobilization mechanism for marketing for project proposals on socio-economic development and investment opportunities for donor funding. This is done in collaboration with Kenya Investment Authority and other Government Agencies. Some of the Development Partners include; World Bank, KFW, KIDDP, Italy, KOICA, China, UNEP, UNDP, AfDB, DANIDA, GIZ, JICA, UNESCO, SIDA, USAID and UNICEF.

### **7.2.4 Other Resources**

The other available resource opportunities that the Ministry will explore include: the partnerships with other government departments and Agencies, Public Private Partnerships, Development Partners and other sources such as iNGOs, Foundations, Green Bonds, and Carbon Market

## **7.3 Resource Management**

The following measures will be put in place to ensure prudent and efficient utilization of resources;

- i. Pooling of common user resources: The ministry will endeavor to centralize common services e.g., printing services and pool transport for officers,
- ii. Ensure adherence to approved budget and use of the Integrated Financial Management System (IFMIS),
- iii. Ensure quarterly, bi- annual and annual monitoring of policies, programs and Projects and submission of quarterly Expenditure Budget reports to the Controller of Budget and the National Treasury,
- iv. Use Domain email to ensure security of information and data, and
- v. Ensure that all payments to the Government are digitized in line with Government's Digital Finance Flagship Projects and as part of the PFMRs reforms. This will aim to increase revenue collection, minimize the cost of collection and enhance service delivery.

FINAL DRAFT SP 4TH JULY



## **CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK**

### **8.0 Overview**

This Chapter describes how the Ministry will undertake monitoring, evaluation and reporting of the implementation process of the Strategic Plan 2023-2027. The main objective of the exercise is to measure progress towards planned outputs and outcomes of strategies in the key results areas. The exercise therefore tracks the implementation of policies, programmes and projects in the plan period. Monitoring and Evaluation (M&E) is a tool that will assist the management realize the achievement of stated organizational goals and objectives.

### **8.1 Monitoring Framework**

The Ministry will develop a robust framework for Monitoring and reporting of the implementation process of the Strategic Plan 2023-2027. Further, the Ministry will institutionalize annual performance/ status report as one of the key deliverables. The monitoring framework defines the frequency and responsibility of the actors in the exercise. Further, the framework provides the key monitoring reports that will be prepared including the users of the reports. This will involve developing standard formats for data collection and reporting to ensure uniformity. The framework also outlines periods to be covered, and details of information to be supplied. The users of the developed reports include both the internal and external stakeholders of the Ministry.

The Central Planning and Project Monitoring Department (CPPMD) is responsible for designing monitoring and evaluation (M&E) tools, data analysis and generation of reports. The department is also responsible for coordinating and supervising the collection of data emanating from all the Departments. Further, CPPMD will report the performance of projects and programmes in the Monitoring and Evaluation tools that have been adopted by the Government which includes, The National Integrated Monitoring and Evaluation System (NIMES) and Electronic Project Monitoring Information System (E-PROMIS).

### **8.2 Performance Standards**

The Ministry will deploy the following methodologies in undertaking monitoring, evaluation and learning: Quantitative and Qualitative data collection, analysis, storage and indicator development; Results Analysis and report writing; Dissemination, Capacity Development and Policy Coordination.

The key deliverables under the M&E Framework will be as follows:

- i. Establish a reporting format incorporating Key Performance Indicators for each reporting unit as well as the periods to be covered in the reports.
- ii. Determine the reporting requirements and M&E officers from implementing departments and agencies who will provide pertinent data to the CPPMD to assist in the performance analysis.
- iii. Advice on the projects monitoring work plan including the resources required and monitor its implementation.
- iv. Monitor progress of the technical implementation against a roadmap of priorities as defined by the Project and agreed by the Project's implementing departments and agencies.
- v. Document best practices and lessons learnt in the M&E exercise.
- vi. Disseminate M&E reports and lessons learnt to stakeholders

### **8.3 Evaluation**

The Evaluation Framework will be designed to provide a systematic feedback mechanism that indicates as early as possible any shortcomings and challenges regarding disbursement of funds, delivery of other inputs, execution of activities or production of output to meet the expected outcomes, in order that corrective and timely measures can be instituted. The framework will therefore provide information that will be used to:

- i. Track progress on implementation of all the policies, programmes and projects.
- ii. Identify gaps and weaknesses in the implementation process.
- iii. Plan, prioritize, allocate and manage resources.
- iv. Review the impact of implemented policies projects/ programmes to stakeholders.

To ensure objectivity of the evaluation process, the Ministry will incorporate external reviewers during the exercise. The Ministry will therefore have the following timelines to ensure fruitful evaluation process:

#### **8.3.1 Mid-Term Evaluation**

The Ministry will undertake Mid-Term Evaluation at the implementation mid-point of the strategic plan. It will therefore be undertaken in the mid-year of the financial year 2025/2026. The ministry will collect and assess the implementation of the planned goals, objectives, targets and strategic activities against pre-selected indicators to determine

the extent to which achievement has matched the set standard or target and prepare pertinent reports. The Mid-term evaluation will also provide a scorecard on the extent to which the commitments have been achieved and identify bottlenecks and emerging issues that may hinder attainment of the goals and objectives.

### **8.3.2 End-Term Evaluation**

This will involve collection and analysis of data at the end of the strategic plan period to determine the implementation status of policies, projects and programmes in order to establish the extent to which they have achieved their objectives and to assess their overall performance. This terminal evaluation will assess overall implementation effectiveness and draw lessons for preparation of the subsequent Strategic Plan.

## **8.4 Reporting Framework and Feedback Mechanism**

Reporting will be undertaken by the CPPMD in collaboration with all Departments and Agencies in the Ministry. The reporting framework will involve a systematic and continuous process of collecting and analyzing information based on the indicators and targets and the achievements, challenges, lessons learnt and recommendation from the feedback will inform the next cycle of the strategic planning process in the Ministry.

The Ministry will therefore have the following timelines while undertaking monitoring:

- a. Quarterly Monitoring and reporting;** This involves monitoring of projects at the end of each quarter in every financial year of the period.
- b. Annual Monitoring and Reporting;** This involves tracking of the implementation status of policies, projects and programmes at the end of each financial year of the strategic plan period.
- c. End-Term monitoring and Reporting;** This involves tracking the progress of the planned targets and objectives at the end of the plan period.

**Table 8.1: Outcome Performance Matrix**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End of Plan Period
Environment, Climate Change and Forestry Governance and Coordination	Improved service delivery	No. of Laws and Policies developed and reviewed	-	2023	15	29
Conservation, Protection, restoration and Management of Environment and Forest Ecosystems	Clean, safe, healthy and sustainably managed ecosystems	% of tree cover	12.3	2022	25	30 (2032)
		% of forest cover	8.83	2022	14	17
		% reduction of plastic pollution	56	2022	60	75
		No. of counties with dumpsites with 10 minimum points	1	2022	5	10
		% reduction of degraded landscaped (2.6mn ha)	-	2022	10	20
Climate Change Adaptation and Mitigation	Climate Change resilience and low emission development	GHG emission per year (CO <sub>2</sub> eMt)	98	2022	94	90
Agro-forestry and Commercial Forestry Development	Improved livelihoods Income and environment	Areas (ha) of woodlots established	-	2022	15,000	30,000
			-	2022	1,500	2,500

		No. of community groups supported in livelihood nature based enterprises				
Resource Mobilization and Partnerships.	Adequate and Sustainable resources	Value of resources mobilized (Ksh. Mn)	45,102	2022	115,013.5	230,027

FINAL DRAFT SP 4TH JULY

FINAL DRAFT SP 4TH JULY

FINAL DRAFT SP 4TH JULY

## ANNEX I: POLICIES AND LEGISLATIONS

S/NO.	LEGISLATIONS AND POLICIES TO BE DEVELOPED	S/NO.	LEGISLATIONS AND POLICIES TO BE REVIEWED
1.	National 30% Tree Cover Strategy	1.	Environmental Management and Coordination Act, 1999
2.	Circular Economy Policy	2.	Forest Conservation and Management Act, 2016
3.	Carbon Market Framework	3.	Climate Change Act, 2016 And Regulations,
4.	National Climate Change Action Plan (NCCAP Iii)	4.	National Biodiversity Strategy and Action Plan
5.	National Cooling Action Plan	5.	Charcoal Regulations
6.	National Implementation Plan (Nip)	6.	National Waste Management Council Regulation
7.	Environment Policy	7.	Air Quality Regulations
8.	National Forest Policy	8.	Water Quality Regulations
9.	Commercial Forestry Policy	9.	Sustainable Forest Management Regulations
10.	Bamboo Policy		
11.	National Chemical Policy		
12.	Tree Seed Regulation		
13.	Private Forest Registration and Regulations		
14.	Plastic Regulations		
15.	Meteorology Bill		
16.	National Water Tower Bill		
17.	KEFRI Forest Bill		
18.	Enforcement for Waste and Plastic Pollution Strategy		
19.	Agroforestry Strategy		
20.	National Waste Management Strategy and Action Plan		
21.	Gums and Resins Regulations		
22.	Grading and Valuation of Timber and Other Forest Products Regulations		
23.	Export and Import of Forest Products Regulations		
24.	Incentives and Benefit Sharing Regulations		
25.	Policy on Critically Threatened Tree Species		



26.	Strategy to Commercialize the Non-Timber Forest Products Value Chain		
27.	Framework for Decriminalizing the Charcoal Sector		
28.	National Forest Financing Strategy		

FINAL DRAFT SP 4TH JULY

## ANNEX II: MINISTRY'S TECHNICAL COMMITTEE MEMBERS

S/NO	NAME	INSTITUTION/DESIGNATION	ROLE
1.	John Elungata	Secretary Administration	Chairman
2.	Isaiah Nakoro	Secretary Administration	Co- Chairman
3.	Hon. Augustino Neto	TA -CS	Member
4.	Mirasi Tom	Ag. Director of Planning	Secretary
5.	Rosemary Wamoto	Director, HRM&D	Member
6.	Agnes Yobterik	Director Programmes, Projects and Strategic Initiatives	Member
7.	Dr. Ayub Macharia	Director, Education & awareness	Member
8.	Robina Kwamboka	Principal Economist	Member
9.	Dr. Lucy Nganga	Ass. Director MEAs	Member
10.	Shadrack Maweu	Senior Principal Finance Officer	Member
11.	Reginald Mahonga	Kenya Meteorological Department	Member
12.	Michael Okumu	Ass. Director, Climate Change	Member
13.	Erick Akotsi	Director Ecological Restoration	Member
14.	Ann Mwaniki	Deputy, Director HRM	Member
15.	Stephen King'oo	Ass. Director Forest Conservation	Member
16.	Peterson Kamau	Ass. D SP&P Forest	Member
17.	Alfred Gichu	Ag. Forest Conservation Secretary	Member
18.	Eliazer Mabwai	PA PS	Member
19.	Walter Omondi	Ass. Director Forest Officer	Member
20.	Kennedy Olwasi	Ass. D SP&P Environment	Member
21.	Emmanuel Mwangi	Kenya Water Towers Agency	Member
22.	Anampiu Joseph	National Environment Trust Fund	Member
23.	Aoron Nzembei	National Environment Tribunal	Member
24.	Rodney Omari	NECC	Member
25.	Josphat Iganji	Kenya Forest Services	Member
26.	Dr. Jackson Mulatya	Kenya Forest Research Institute	Member
27.	Godfrey Mwangi	NEMA	Member
28.	Dr. Anthony Macharia	Agro-Forestry	Member
29.	Gideon Sigei	HRMD	Member
30.	Alex Brian	Forestry	Member
31.	Erick Nderitu	ICT	Member
32.	Gladys Kiseku	NEMA	Member
33.	Benedict Muyale	Netfund	Member
34.	Faith Mwelu	NECC	Member
35.	Antony Ruto	Senior Economist	Secretariat
36.	Jimmy Mucheke	Economist	Secretariat
37.	Norah Sambu	Economist	Secretariat
38.	Dorine Chepkwony	Economist	Secretariat
39.	Gladys Ontuga	SOA	Secretariat
40.	Samwel Mwangi	SCO	Secretariat
41.	Carolyne Onkebo	SSS	Secretariat
42.	Elton Pasha	Intern	Secretariat
43.	Samuel Muchunga	Intern	Secretariat
44.	Lily Argut	Intern	Secretariat

**Table 8.2: Quarterly Progress Reporting Template**

Ministry of Environment, Climate Change and Forestry  
 Quarterly progress report  
 Quarter ending .....

Expected Output	Output Indicator	Annual Target (A)	Quarter of Year .....			Cumulative to date			Remarks
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)	

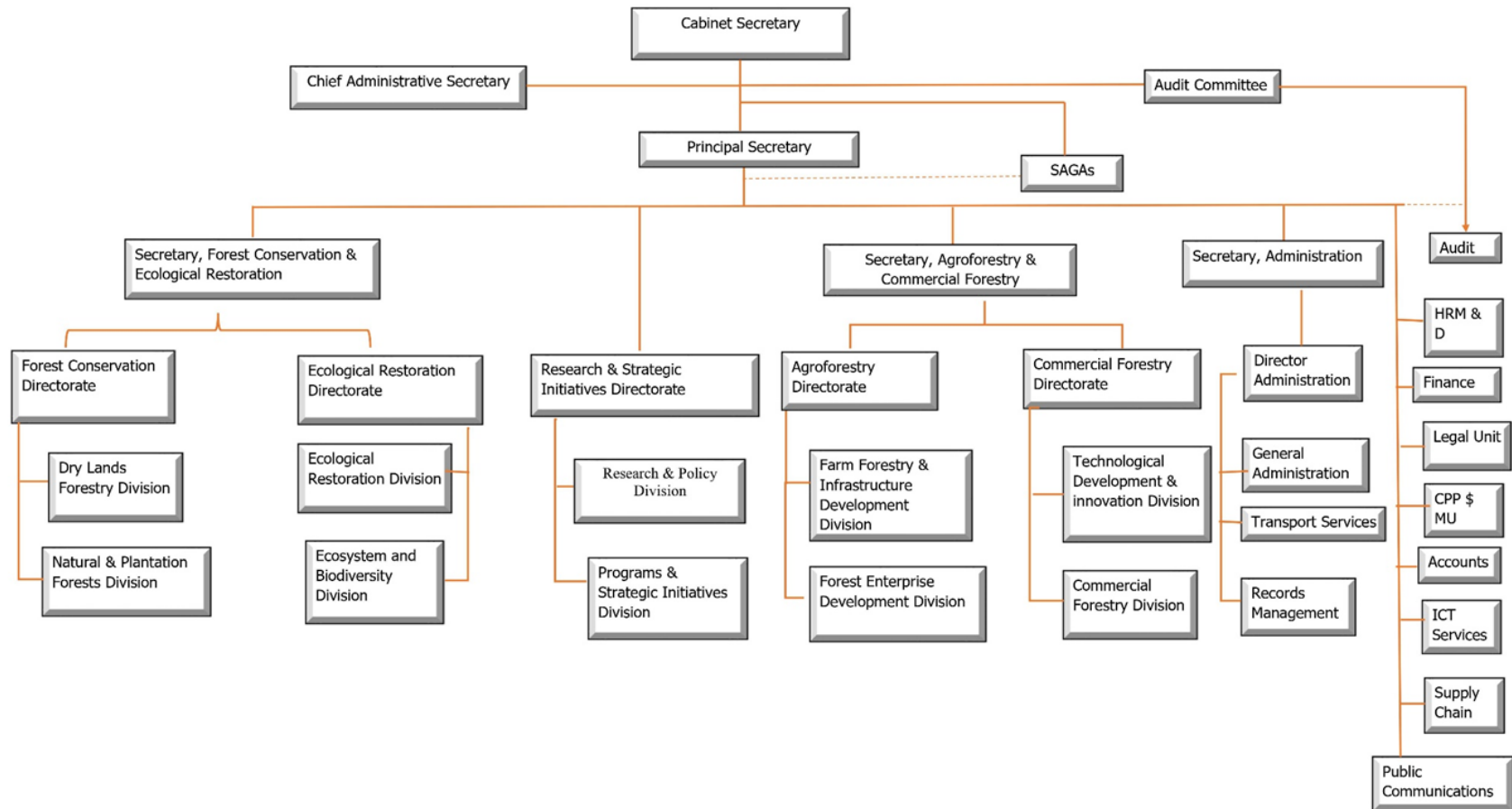
**Table 8.3: Annual Progress Reporting Template**

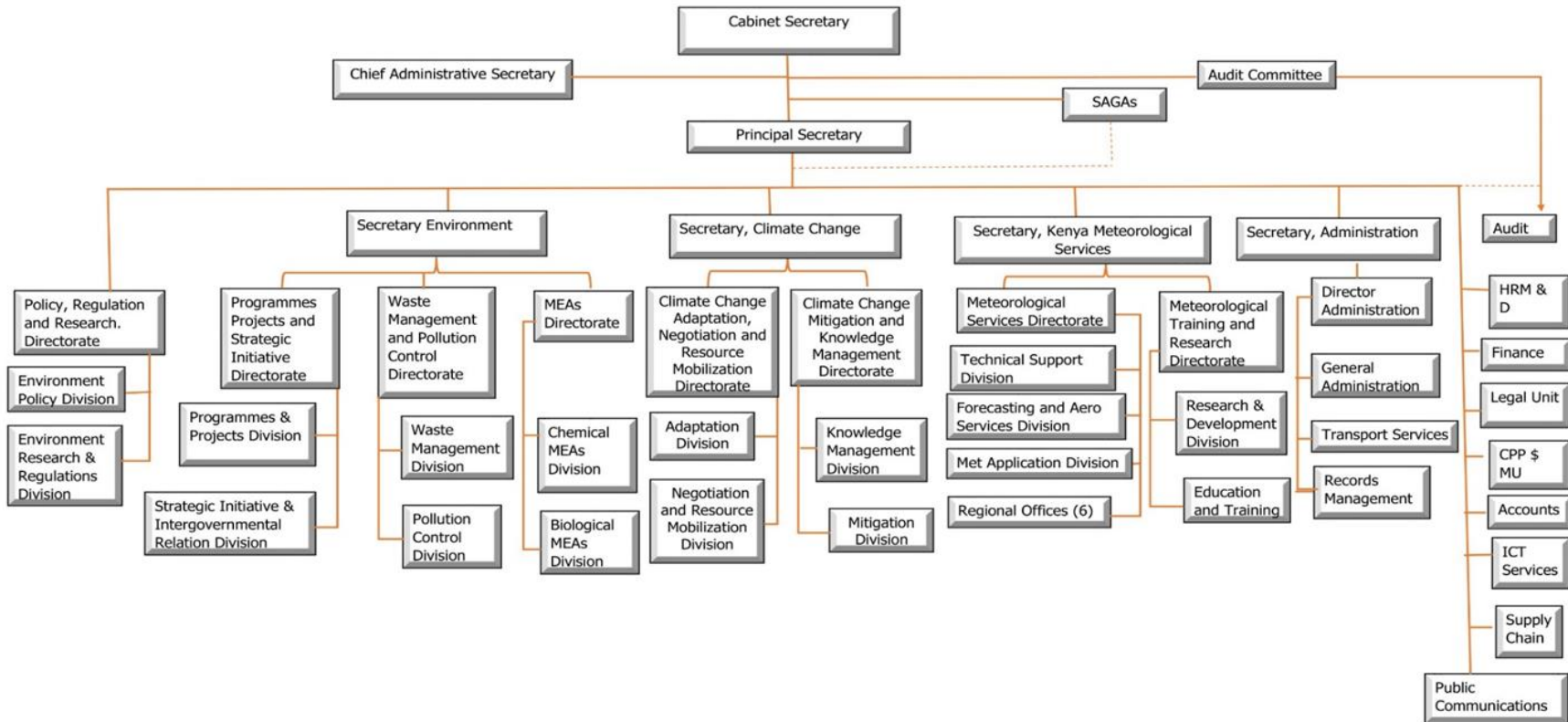
Ministry of Environment, Climate Change and Forestry  
 Annual progress report year ending .....

Expected Output	Output Indicator	Annual Target (A)	Achievement for Year....			Cumulative to date (Years)			Remarks
			Target (B)	Actual (C)	Variance (C-B).	Target (D)	Actual (E)	Variance (E-D)	

**Table 8.4: Evaluation Reporting Template**

Key Result Area	Outcome	Key Performance Indicator	Baseline		Mid-term Evaluation		End of Plan Period Evaluation		Remarks
			Value	Year	Target	Achievement	Target	Achievement	
KRA 1									
KRA 2									
KRA 3									
KRA 4									
KRA 5									





FIA

FINAL DRAFT SP 4TH JULY